# **PUTERWO**

# IT Execs Gird for Hurricane Season

Ready to test upgrades implemented after 2005 disasters

BY BRIAN PONSECA While bracing his IT systems to weather another burricane season, Max Prather can't belo

but recall just how swiftly undetected weak points in his IT disaster recovery plan were cracked by Hurricane Katrina. "We thought we were prepared but did not count on a complete disaster. It may have well been a muclear bomb

that's how much it affected our business," said Prather. IT manager at the Louisiana Orean Procurement Asency in Metairie La The nonprofit organization's offices sit less than eight miles west of New Orleans, which was devastated by the massive storm in August 2005.

"I would hate to see any company to through (such) a disaster to see exactly what's wrong with its plan," Prather said. Last Friday marked the official beginning of the Atlan-



tic burricane sesson which runs from June 1 thru Nov. 30. Weather forecasters say conditions this year are ripe for snawning several major storms Prior to late 2005, the ocuan procurement agency's disas-

ter plan focused on having some patient and employee data hosted on NeoSpire Inc. servers in Dallas, However, when Katrina hit New Orleans. employees scattered and the agency lost power, phone service and Internet access.

exposing gaping holes in its electronic communications strateey, said Prather. After the storm, the agency deployed Neverfail for Micro-Hurricanes, page 12

# **Update Gives IT Services** Guidelines a Wider Reach

New version of ITIL puts focus on strategic issues, not just operations

The IT Infrastructure Library, a best-practices guide to managing technology operations as a set of services, may face higher levels of scrutiny as it attemens to debug deen er into IT management issues via an update released last week Until now, ITIL has

specified methodolo-

gies for running belo

desks and other IT

operations, and for managing processes such as change management, ITIL Version 3 changes the focus from purely operational concerns to more strategic IT issues, such as enterorise architectures and IT-business align-

ment. The new version is intended to provide ITIL users with a broader view of what IT service management encompasses.

But something else has taken mot in the seven warr since ITII, was last undated: blogging. Now there's a community of IT professionals who are blogging on service management issues, including the development and adoption of ITIL. Among them is Charles Betz, a chief enterprise architect at a Fortune 50 company based in the U.S. that has a \$1.3 billion IT budget. Although [TIL Version 3 focuses directly on the work that Betz does, he said in an interview last week that he was not really aware of a conscious outreach to the enterprise architecture community" by ITIL officials as part of the

ITIL, page 53

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#### INFRASTRUCTURE LOG

\_DAY 78: Our energy costs one staggering! Me're spending more to power and cool the hardware than we did to buy it in the first place. We can't get enough power into our data center.

\_It's too down hot. Gil moved the entire data center to the Arctic Circle. This commute is ridiculous.

\_DAY 81. I'm taking bock control with IBM energy management solutions. IBM services helped us identify inefficiencies and change our entire approach to power and cooling. The IBM System 2" server's high utilization and unique design these cool. No no longer have to feed the never-ending power appetite of our old, high-density environment. Me ve moved the dato enter bock where it belongs.

Gil doesn't want to hear about it. He says he's snow deaf.



IBM.COM/TAKEBACKCONTROL/EFFICIENCY

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j,

# **NEWS**

6 Credit union groups are pushing for laws that would set payment card security rules and reouine retailers hit he breaches to reimburse financial institutions for the cost of reissning cards

6 Online thieves steal \$449,000 from a bank account helonging to the city of Carson, Calif. likely by placing a Trojan horse program on the city treasurer's lanton.

8 Q&A: Karen Frame, the U.S. government's top IT executive, says she wants federal agencies to stay on

the leading edge of technology - but not necessarily the cutting Blovada's corrections depart-ment is using WAN accelera-

tor technology to speed satellitebased communications amone its 24 prison facilities

16 Q&A: Laura Campbell, direc-Library Program at the Library of Congress, says innovation is a process of creative collaboration - and execution.



20 The Grill: Stove IBM's software group talks about the benefits of open-source software, Web 2.0 tools for business,

and taking programming for

22 The New Hampshire legisla-ture passes a bill to ban the state from complying with the federal Real ID identification law.



Web 2.0 Goes Corporate. Ready or not, business lead ers are bringing in the new eeneration of Web tools. It's time for IT to lead or get out of the way.

38 Great Expostations. Meeting deadlines and staying within budgets are obvious challenges. but managing client expectations may be the treebest part of any project. Here's how some IT managers keep everyone reading from the same script.

40 QuickStudy: Search Engine Optimization. Want to ensure that search engines are more

# **OPINIONS**

10 On the Mark: Mark Hall learns that road warriors have an array of tools to work with - from unified messaging to real-time travel ties.

24 Don Tormant admits to stereotyping gamers, but a new perspective makes him think those entering the computer gaming industry may he developing the talents you need in your IT organization.

likely to find and access your Web pages? Here are some tips to help them find your site.

42 Security Manager's Journal Semetimes, You Just Can't Avoid Politics, C.I. Kelly finds that staving out of workplace politics is especially hard when you work in a state agency and a new governor has been sworn in

44 Wireless VolP Drives Auto Dealership. The new technology unchains sales and service reps and improves the customer experience at Kings Toyota in Cincinnati.

24 Christopher Mines reports that IT buyers are aware of "green" IT and interested in more efficient systems, but that hasn't been translated into action yet.

48 Paul M. Ingovaldoon is back in the classroom, and this time he has found a way to get MBA students to really get IT.

54 Frunkly Speaking: Frank Hayes isn't scoffing at the latest move by Microsoft, even though Surface suggests it is entering the furniture business.

# FINDITONLINE

How Vista Is Really Doing SOFTWARE: Have 40 million copies been shipped or not? Computerworld gets to the truth behind the hysteria.

onle is Still Mostly ERR Service and sur ort are still problematic, ading one Apple observ

er to posit that the com any's motto might e: "We're not going after the enterprise.

The enterprise is coming after us

Hacking Firefox: The Secrets of about:config

me: Discover more than 20 beh the scenes tweaks for speeding up page ads, reducing memory drain and m the interface behave the way you want it to

lew Ways to Get Rid of Old PCs ME: The U.S. may still lag behind ach of the world in regulating e-was but there are ways to responsibly and safely dispose of your outdated equipmen

Kiss Tedious Tasks Goodbye: Everyday Scripting With Rub OPMENT: Are you still immersed in

daily drudgery that could be easily autosted with simple coding? One book ims to show you how to break free.

Do Away With 'Free' Storage STORAGE: Companies should not only at to provide a cross-charging mechanism recouping costs, but also encourage more efficient usage of storage, says colu Jim Damoulakis.



THE WORLD'S FIRST QUAD-CORE PROCESSOR FOR MAINSTREAM SERVERS. The new Quad-Core Intel\* Yearn\* Processor 5300 series delivers up to 150% more performance than the competitions' Based on the utile efficient Intel\* Core\* microarchitecture it's the utilimate Source or managing crisinesy corine perspenses. Learn and yearn business computing starts with intel India. Visit Intel.com/zeon



reclamance measured using SPECHY\* case, belan2000 comparing to Classificate Section beland 2000 beland processor and a Classification to a Classification to a Classification of the Classification and Comparing to Comparing to Classification and Comparing to Comparing to Classification and Comparing to Compari

#### Dell to Lay Off 8.800 Workers to Cut Costs

While recording a \$759 mill profit for the third quarter. Dell need it will lay off 10% of its 88,100 workers. Both its profit and revenue of \$14.6 billion in the guarter were well above Wall Street analysts' expectations. Dell said the lawoffs will come over the next 12 months from all regions, customer sec ments and ich functions. The move is part of Dell's continuing effort to boost erofits

#### ChoicePoint Settles States' Complaints ChoicePoint Inc. has agreed

to new \$500,000 in fines and change the way it screens new ers under a settle with 43 states and the District of Columbia over compl about a 2004 data breach. The data broker disclosed in early 2005 that the personal records of same 163 000 consureers had been exposed. in 2006 ChainePaint surged to pay \$10 million in fines and \$5 million to affected consumers in a settlement with the Federal

#### IBM Cuts 1.500 Services Workers

IRM has laid off 1 573 amploy ees as part of an overhaul of its services unit. Most of the layoffs came from IBM's North American services operation In April, Chief Financial Officer Mark Loughridge announced that the company was planning to re-

#### etructure the unit to cut costs Brocade to Pay S7M SEC Penalty

**Brocade Communications Sys** toms Inc. has agreed to pay a \$7 million penalty to settle charges of stock-option back no fraud. The payment concludes a civil action brought by the U.S. Securities and Exchange Commission. Brocade said it does not expect the U.S. Department of Justice to take any action in connection with the alleged fraud.

# Credit Unions Bank on State Data-Security Laws

#### Groups push bills to protect payment card info, get retailer reimbursements

S AN increasing numbor of states consider hills seek me to coclify pieces of the Payment Conf Industry (PC1) Data Security Standard into last a common thread is emerging the involvement of credit unions in pushing the legislation.

California legislators last week held a hearing on a bill that would set new data secu rity and breach notification requirements for all organiza tions processing credit and debit card transactions in the state. Businesses hit by breachex would also have to reimburse affected banks and credit unions for the costs of electing customers and reissuing cards.

The chief proponent of the bill, which was introduced in the state assembly in February. is the California Credit Union League. The CCUUs sponsorship of the proposal mirrors recent efforts by credit union associations to pass similar measures in Minnesota and Texas — successfully in the former state and unsuccessfully in the latter.

#### **Burden of Breaches** The need for such legislation is being driven by the bur-

geoming costs that many credit unions are having to bear as a result of security breaches at morehones, said Keri Bailey, a lobbyist for the CCUL. mental fairness," Bailey said

Right now, the burden is entirely on the financial instrtution "The School Courses. Leach-Bliley Act requires banks and credit unions that issue cards "to do a whole lot to protect people's data," she said. "But the folks accepting this data [for transactions] have no skin in the game. Individually, large and midsize credit unions can easily and up shelling our between \$500,000 and \$750,000 anmulby in breach-notification and card replacement costs. Builey said And those figures don't include any fraud-related charges, she noted.

Most credit unions are notfor profit institutions. Bailey said As a result it's hander for them to absorb the costs of responding to retail security becaches than it is for banks characters.

The hill in California has made cimilar to those of the Plastic Card Security Act that was signed into low in Minnesota two weeks ago. The requirements included in the Minnesota law and the California bill incorporate elements of the PCI standard, which was developed by the five major. coolit cant companies Another PUI-derived bill

was unanimously removed by the Texas House of Represen-

totions in early Mos but district make it through that state's Senate before the latest beennial legislative session ended Such measures are marked

to product other to become more serious about their data security practices, said Steve Rowert on analyst at Retail Systems Alert Group, a consulting firm in Newton, Mass Despite the negative publicity concrated by high-profile breaches such as the one disclosed in lanuary by The TIX Companies Inc., retailers become had to bear much fincal responsibility for security lanses Rowen said PCI en ables credit card companies to assess financial penalties when data breaches occur. But, he said. "to my knowledge, no retailer has been forced to pay any actual costs" beyond its OWD BY DEDSES

However, Ion Hurst, president of the Boston-based Potailors Association of Massachusetts, voiced concerns about Minnesota's new law and the proposed statute in

#### Playing the Security Card

Prohibit retailers and oth-

California, which he described

as "a one-sided proposal" Retailers already pay the credit card companies for fraud-related costs upfront via so-called interchance fees. Hurst said. If credit unions and small banks want to be neimbursed for their breachrelated costs, he added, "they should be working with (bigmel banks and the cord series ciations to fix the system, and not traine to note have to bring more money their way."

## Online Thefts Draw Fast Response From City Hall

Freasurer spots illegal transfers: security tightened

An online thirf or group of thieves stole \$449,000 from a bank account that belongs to the city of Carson, Calif. last mouth, likely using a Trojan horse program placed on the city treasurer's laptop to main acress to the remined username and password.

The thefts, which City Toyssuper Karen Avilla spotted when she made her daily online inspections of Carson's bank account bulances, prompted officials at City National Bank

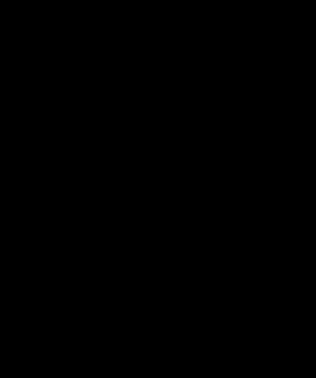
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# ATDAMINE Credit Unions Bank on Dell to Lay Off 8,800 State Data-Security Laws

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# Top IT Exec Says Feds Look To Be Leading-Edge on Tech

Karen Evans is the U.S. povernment's ton IT executive - es pentially its defacts CIO Her official title is administrator of the office of electronic sovernment and IT at the White House Office of Management and Budper, Evans, who is also director of the Federal CIO Council, recently spoke with Computerworld

about the government's IT operations. Excerpts follow:

Federal IT ion't always seen as cutting-edge. "Antiquated." pe" and "legacy" are ds frequently used to describe D. Are they still unt? "Antiquated," "stovepipe" and "legacy" is probably accurate at several of the major departments, but that isn't necessarily a bad thing. I don't think the nov-

erament needs to be on the

cutting edge, but we do want

to be on the leading oder. For

wanted to make sure that we were improving security and that federal amplement had good finteragencyl credentialing weification procedures, the technolprocedures, the tectus time We made it year clear what our requirements were, and industry came through and invented the technology

that we needed. Now we have an integrated solution between our lockcal systems and our physical systems. That's a buge undertakine. Normally, you would think (it would take) five to 10 vears for the government to do that. We did all of that work in

less than two years. What kind of officiencies are you cetting from that? What was happening in the past is when you moved from Agriculture to Justice, they would ruo all

again to revalidate that you are who you are We're not doing that anymore. In some of these positions, it would take six months to a wear to get somebody to just move Ito another agencyl So we set a metric of 45 days from the time a job is posted to the time the person actually appears on the job site, regardless of whether it's an internal candidate or an external can-

The aging of governme workers and outcomeine are nometimes tied tegether, . . .

Are they fied together in year mind? The real short answer is no. We have done surveys and identified our skill gaps. A lot of things we're talking about that you would lout out to bid! - like a data center type of service and some of

workers a year sen led the

vale Calif-based Blue Coat

department to evaluate WAN

F5 Networks Inc., O'Barr said.

Blue Coat SG speliance could

eight seconds, a vast improve-

ment over the several minutes.

load Web pages in less than

The workers found that the

aren't some of the areas that we have identified as critical skill gaps for us and our work-

We've actually benken them out into four areas: project management security enter prise architecture and solution architectures. We have the authorization to fill vacancies in these skill gaps, so what we're working on is major recruitment activities, like internships fand) outreach to the universities. We have been quite successful in the cybersecurity area. But [recruits] have a tendency to so to the intelligence agencies, because people get pretty jazzed about

working [there]. fhat changes have you made to improve IT security within the mant and what still or to be done? We just recently released a policy dealing with Microsoft and standard Vista and XP]. When I really analyze what the issues are associated with our security going forward we have a counter The first part is people - eash darn, it's people [Chuckles.] People really have to understand the purpose of the information and how to secure the information The other part is basic types

configurations (for Windows

of system development and maintenance, like configuration management. With the policy that we just released this is our opportunity to standardize the configurati (of Windows) all the way across the board in every federal agency, down to every desktop. When the covernment has a standard configuration, it makes it so much easier to maintain patches. That really is the beart of the issue. When you set down to "Why did that

incident happen?" - a lot of times, it's because that particular system wasn't fully patched. We are also telling vendors that this is the standard configuration, so you have to make sure your products work on this configuration. That's a big change.

#### \$12M IT Upgrade Links Remote Nevada Prisons An Internet search by IT

WAN accelerators speed satellite communications

BY TODO R. WEISS Faced with remote desert locations and lacking an overall petwork infrastructure. the Nevada Department of Corrections is turning to a satellite-based network combined with a key add-on - WAN acceleration appliances - to connect 24 prisons

across the state The new satellite connectivity is part of a \$12 million effort to replace the department's 20-year-old DOS-based appli-

cations, officials said. [T personnel were set to begin using the new system last week. The project began about

18 months ago when internal developers began building the Nevada Offender Tracking Information System (NOTIS). a Web-based application that will allow 3,000 prison employees to more efficiently manage the state's 13,000 inmates, said Dan O'Barr, in frastructure architect for the

Carsoo City-based agency. The Oracle-based NOTIS is a heavily customized version of the TAG Offender Management System from Vancouverbased Syscon Justice Systems Ltd., he added

During the development of NOTIS, IT personnel determined that satellite-based connectivity was the only option for sharing data because of the remote locations of most of the prisons. However, they also quickly concluded that they needed to find a way to address the performance prob-

lems of such networks.

it could take without the device he added

While the FS appliances also performed well, the state went with Blue Coat because of its acceleration tools from Sunny-Web cachine and filtering features O'Barr said The filter Contains Inc. and Coastle-based ine capabilities allow officials to control the online activities

of prison employees. Blue Cost's share of the overall IT contract was \$200,000 to provide one SG appliance to each prison facil-

ity along with technical sumport, O'Barr said.

In the past, only the two largest prisons in the system, in Carson City and Las Vesas. were linked for direct data transfers. For the rest of the prisons, remote and harsh desert locations made them good for physical security but bad for electronic communica-

tions, O'Barr noted. Robert Whiteley, an analyst at Forrester Research Inc., said WAN acceleration tools can belp companies efficiently

connect remote and branch offices to distant data centers. The Blue Coat technology also gives the Nevada prison system the option of enabling acceleration for mobile devices. Whiteley said.

"The killer in satellite networks is latency - the delay it takes to transfer data," he said. Blue Coat accelerates it and makes it work."



#### fotorola Plans to Cut 4.000 More Workers

rela lor has see that it will key off 4,000 work as part of a cost-cutting program ted in January. The compar also said a previously and off of 3 500 workers will be led by June 30. Motorola said that the latest outbacks will result in annual savines of \$800 million startion in 2008. Motoroia blamed its financial ens on declining new om low-end cell phones.

## SAP Names CTO

In Realignment SAP AS has named Vishal Sil as its first chief techn ficer. The appointment of Sildu ly serior vice pres and chief activers architect at LAP. is the latest move in a reco ion prompted by the restwo months ago of Shai si, former president of the roup in the U.S. Sikka will reert to CEO Henning Kanern

#### OMB Calls for Fed scurity Plane

he White House Office of ment and Budget has ad that federal agenc 120 days to develop and nt their own security ach notification policies, U.S ies have been instructe new their use of person ntifiable information and raine clans to reduce or the unnecessary use scial Security numbers and

#### other personal data Private Equity Firm o Purchase CDW

uter reseller CDW Corn has agreed to be acquired by private equity investment from Madison Dearborn Partners LLC for S7.3 billion. The deal in ed to close by the end of the third quarter, Since neg tions with Madison Dearbo re private, COW must acti it bids from other is o company raid

# ON THE MARK HOT TECHNOLOGY TRENDS, NEW PRODUCT NEWS AND INDUSTRY BUZZ BY MARK HALL



# **Unified Messaging** Calls Get . . .

... a busy signal from too management. After six years of successful but limited deployment of unified messaging at AAA East Central, Mike Gladish is still getting the go-slow message from senior executives. Gladish, who's the director of corporate technology at the Pittsburgh-based travel company, is a strong

advocate of raise to eether voice mail and e-mail. "You can get to the right person at the right time with unified messaging," he says. \*Vow can remove human latency from communications," Gladish says he'd "have a big problem" if he tried

to take the technology away from AAA staffers who use it now. But he admits that the ROL of unified messaging is hard to define for the top brass, which is part of the reason AAA is keeping the brakes on wider deployment And it's not just AAA As the president of Joint Users of Siemens Technologies-United States (TUST-US), Gladish hears from fellow users who say they are running into similar roadblocks at their companies. That's why JUST-

US has doubled the number of sessions on unified messaging at its conference this week in Orlando to include case studies on how to convince top executives of the technology's

henefer But Cladich says some carcs will never be persuaded. After all he points out, many of them have their assistants print their e-mails and Execs are hold screen their calls. And those flesh-and-blood unified messaging systems will even fetch coffee on occasion

#### Before you hit the road . . .

... check out MyRide.com, Amer icans' love affair with their cars is legendary. (That's why we need all those AAA maps.) In fact, according to Mark Canon, chief product officer at Autobytel Inc. in Irvine

Calif., people often start researching their next cars within a year of getting a new one, Today, they begin

their hant

with a general

search engine like Google Beginning June 21, they can start looking for their replacement road machines at MyRide.com, a specialized search engine that Canon save fattacks the inefficiencies" of Google and its ilk by focusing on un to 1 million auto-related terms and their relationships to deliver more relevant results, "We're specific and narrow," he says. MyRide.com will include reviews, videos, photos and other content from experts and enthusiasts who are seekine car parts or just fantesixing about their next new ride After all, Canon adds, "it's OK to cheat on your car."

#### Road warriors wreak havoc . . .

... on their notebooks. That was the impetus for Spokane, Wash -based Itronix Corp. to design its seminusped GoBook VR-2 notebook and its fully rugged cousin, the MP-1 These computers can handle extreme temperatures vibrations and even butterfingered users who drop them on concrete or spill coffee on the

keyboards, Plus, they're designed to last up to seven years, says Ben Thacker, vice president of strategic marketing at ltronix, part of the Computing Technology Division of Falls Church, Va.-based General Dynamics Corp. That kind

of longevity is important to many users who need ruegedized computers, Thacker says, because they often spring for special mounting in vehicles and extra security features. Both wortable units are equipped with the company's new DynaVue touch-screen display, which is designed to be viewed in direct sunlight. The VR-2 ships this week, and the MR-1 becomes available in August.

Starting prices are \$3,500 and

#### \$4.450 respectionly Get traffic

intelligence... and not it in real time. If some business is dependent on workers driving from Point A to Point B. Marc Priolesu, vice president of marketine at de-



deCarta is trying to answer

for them. Me-I am enine to deploy my people on the road tomorrow." Prioleau says

that question by merging predictive data, like the average traffic flow on a stretch of mad on a given day and time, with incident data, such as wrecks to establish the best route for drivers to take. He also wants to add data from what he calls "probes." Such whicles are

equipped with GPS and radio links that let them automatically report their

speed as they travel the highways, Such apprecate information will give a fuller picture of a region's road conditions. But Prioless thinks his company needs to go one step further and account for known traffic anomalies, such as the extra traffic senerated by a sporting event or rock concert, and unpredictable events like a barricane or earthquake. By the end of the month, deCarta will undate its Traffic Manager software to include the known anomalies, so your drivers can avoid predictable traffic iams. As for the unknown ones, presum-

ably they aren't so unknown

on them as well.

that deCarta can't get to work

#### IN WITH BLADES.

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IRM.

# RRIFFS

Microsoft Postnones eveloper Event ns to hold its Professional D opers Conference this Octob in Los Angeles. The compa said the event will be held at a later, as-yet-unant to that is "better timed wil the next wave of platform too ples." New technologies like res Server 2008 and the nai database are stready de to developers for test

#### Google Confirms

ion, it sold.

FTC Probe Into Deal the Federal Trade Com gating its pro \$3.1 billion purphase of or ertising seller D Inc. Google said it is con that the FTC will ann the deal. An FTC spok ed to comment on the pation, which comes at ry groups filed a complain -th the agency.

#### MC to Purchase nalytics Vendor BMC Software Inc. has agre to buy ProactiveHet Inc. as part of an effort to extend the viice offerings in its line of cted to close within 30 de

els. Terms of the deal, which is vere not disclosed. Proacti sells tools that collect, analy and monitor data from IT sesterns. They are designed to aler IT staffers to cotential problems and provide sug how to fix them.

#### Cisco Completes \$3.28 WebEx Buy Cisco Systems Inc. has com al its \$3.2 billion ac of WebEx Com

Cisco said that it will m AFv's husiness model of se ne a wholly or ry of Cisco. The con to result from the purchase.

## Hurricanes

soft Exchange, a disaster recovery system from Austinbased Neverfail Inc. to ensure uninterrupted employee connectivity throughout service shordowns Prother said

The preamization has also added an internal backup. generator and fail-over phone system. Implemented daily backup procedures, and constructed a hot site and duplicate server environment in ite Shrowmoet In facility Prather noted.

The organ procurement seem cy continues to use the hosted servers in Dullas, he added Thomas Comella, CIO at Neighborhood Centers Inc. in Houston, also updated his company's backup plan followine a major burricane. Comella said be decided to abandon the company's policy of storing backed-up data in a nearby facility once he saw how emplowers were scrambling to

evacuate from Houston ahead

of Hurricane Rita in 2005.

Earlier this year, the nonprofit operator of community centers and educational facilities in southeastern Texas becan using ViaRemote a backum and managed services offering from Arsenal Digital Solutions USA Inc. in Cary, N.C.

"We had a couple of close calls a few mars and and we knew we needed to do something with our data " Comella said. "My main goal for this Districtional season was to get this [backup service] up and running so my data would be safe off-site and out of the city." Other users any enending money on unused disaster

recovery plans for years can prove prescient when a major storm hits For example the Calcasieu Teachers and Employee Credit Union in Lake Charles, La., made little use of its contract with SunGard Availability Services in Wayne Pa., to provide backup systems for about eight years prior to

Hurricane Rita But when that storm hit, a SunGard Mobile Data Center housed in the trailer of an 18-wheeler took over the IT

systems and kept the company in business, so the investment naid off, said CEO Brace Thomas.

"Going into the [SunGard] contract, we felt like you have to look at what is your himsest threat " he said "For us the bispest threat is a burricane." Researchers at Colorado State University in Fort Collins have said that 17 named storms including five with winds of more than 115 miles ner hour, could form in the

Atlantic Ocean this year. In comparison a typical burricane season includes two major storms, noted Philip Klotybach a research arrockate at the cohool

James McManus, a technology risk management professional at lefferson Wells International Inc. a contuiting firm in Brankfield, Wis. suggested that companies take several steps to protect against hurricanes. First, he said, IT managers should distribute to employees USB thumb drives carrying critical data and application backups that could be used from remote locations in an emergency. The drives should he kent up to date and stored officite be said

McManus also said that companies should set aside time to perform a complete businessimpact analysis including ranking the importance of systems to determine which ones should be brought back online first after a disaster.

Todd R. Weiss contributed to this store

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# GLOBAL Computer Glitch

# Cancels Japan Flights

UNDREDS OF domestic flights in Japan were canceled or delayed last week because of a computer glitch at All Niepon Airways Co.

The elitch hit data flowing between the Tokyo-based airline's main reservations host computer and intermediate compaters that handle downstrum connections to terminals in airports. said airline spokesman Rob Henderson

The problem slowed the data flow. causing a backlog that eventually clogged the system, Henderson said. The slowdown caused the airline to cancel 130 flights and to delay another 306 by at least an hour on May 27. The airline has not yet determined the cause of the problem, he wilded Henderson said that the airline was

operation on a pear-normal schedule by the next day The airline is in the process of installing new computer systems from Unisys Corp. to run the vendor's Air-Core reservation and departure control software. AirCore will be installed in

phases starting late this year through 2012. Henderson said In a joint statement, the airline and Unity's noted that they have yet to determine whether the problem can be traced to the old or new systems MARTYN WILLIAMS IDG NEWS SERVICE

#### **FIJ Official Expects** Airline Data Pact

UROPEAN DATA Protection San pervisor Peter Hustinx said late a last month that he expects the U.S. and the European Union to reach an agreement on how to share information about passengers flying across the At-

lantic - but not by their huly deadline "It's going to be tough, but there will be an agreement," he said in an interview at the European Data Protection Intensive conference held here. Husting said be expects that an in terim acreement now in place will be

extended while negotiations continue toward a long-term pact. Without an agreement, airlines face either being sued by European dataprotection authorities for releasing passenger information to the U.S. or losing landing slots in the U.S. and getAn International IT News Digest

ting hit with befry fines there if they don't hand over the date

An earlier agreement that allowed the sharing of data with U.S. authorities was thrown out by the European Court of Justice in May 2006. The court allowed an interim agreement.

broadly based on the first agreement. to be implemented until a new one could be seeshed MEAN MELLER IDGNEWS SERVICE 

#### **NEC Employees, Firms Faked Software Orders**

GROUP OF 10 employees at Tokyobased NEC Corp. worked with 17 contractors to fraudulently inflate the company's costs by \$18 million over seven years ending in March 2006, the company disclosed last week The news comes just a year after the company was forced to make accounting chappes after other workers

created take transactions in its NEC Engineering Ltd. division. Tax examiners discovered the latest scam during an examination of NEC's books for fiscal 1999 through March

2006, the company said. They found that the accused employees had persuaded 17 contractors to pad orders or create fictitious orders for software, maintenance and installation services purchased by NEC, the company said. The work-

ers collected \$41 million in kickbacks, it said. NEC has taken "strict disciplinary actions" against the employees that could eventually lead to legal action, said spokesman Kosuke Yamauchi. However he said he

did not know whether the workers had been fired. Yamauchi also declined to name the contractors involved or to say whether NEC planned to continue doing business with them BEN AMES, IDG NEWS SERVICE

**Germany Strengthens** Antihacking Laws

HE GERMAN government has approved a law that strengthens carlier legislation aimed at preventing backer attacks on IT systems.

The legislation approved late last month, aims to crack down on a share rise in computer attacks in both the public and private sectors of the

country. Violators of the new law face up to 10 years in prison for major offenses. Other punishable exhererimes include denial-of-service attacks and computer sabotage attacks on individuals. Previous laws were limited to attacks on the commuter systems of busi-

nesses and public authorities. The new law was passed despit criticism from several groups, includ ing hacker club Chaos Computer Club eV in Berlin, which pointed to the work of "good" hackers, also known

as "white hats," who work for security companies These computer experts the club argues, could be restricted in helping

software makers develop secure prodnote and businesses deploy them . JOHN BLAU, IDG NEWS SERVICE

#### **Australian Agency Set** For Switch to Linux

HE NEW South Wales Department of State and Regional Development is seeking bids from vendors. for a project to replace Novell NetWarebased systems with servers running open-source Linux software.

The department has solicited hids from 23 IT suppliers for its Client Infrastructure Replacement Project, which will be implemented over the

next five years.

GLOBAL FACT

49 25to from 2005

The project calls for the installation of an enterprise storage-area network system, server hardware to replace "aging" Pentium III-based Compaq ML350 servers a centrally managed data replication and backup system, and consulting services and training to

support the new infrastructure, according to tender documents. The 20 Compag servers are used for file and print serving and GroupWise messaging, and all are at "end of life [and] near full capacity," the docu-

ments said. The move comes as Newell continues to urpe NetWare users to migrate to its SUSE Linux implementation. RODNEY (SEDO)

COMPUTERWORLD AUSTRALIA

Compiled by Mike Bucken.

# Briefly Noted

to retire as CEO of Logical fter 14 years at the beim of the [7 vices from The move came look a after London-based Lonica is d a warning that its latest must y results won't most esti-arms of declines in its cor

IN TACH SHEEPIN COMPLITED WORLD IN HIS

Hokis Corp. last week a n. The re

B JERFMY KIRK ING NEWS SERVICE ----------Microsoft Corp. CEO Stove Balls isto last month signed an en

MICAMORA BOSS COMPUTERWORLD AUSTRALIA

----------United Microelectronics Corp. bas logy lab in on U.S.) tab will on -

III DAN NYSTEDT, IDG NEWS SERVICE -based Cybertreet Inc. d an Asia-Pacific inve ne team to bob

ne in the et in -

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# Digital Library Director Says Innovation, Leadership Require More Than a Vision

Executing on ideas can be a big hurdle for project teams, award recipient says

BY DON YEMMANY Lura Campbel, who works at the Library of Congress as associate librarian for strategic sociate librarian for the National Digital Library Program, is the recipient of the

initiatives and director of the National Digital Library Program, is the recipient of the 2007 EMC Information Leadership Award. The award is given annually to an IT user as nor of the

user as part of the Computerworld Honors Program, which is also recognizing two other individuals as well as numerous organizations that are using technology to promote social, economic or education-

Campbell and the other award recipiother award recipionts will be honored at a gala event in Washington tonight.
Last month, Campbell spoke with Computerworld to record an oral history describing the Li-

brary of Congress' efforts to collect and preserve digital content and to digitize other information for online access. Excerpts

tion for online access. Excerpts from the interview follow:

collection that's being digitized, and the value of that information and the "born digital" materials you're preserving?

Pm not certain we really understood the power of what we were undertaking at the time. The digitized material was easier for us to say, "Look what we're

THE COMPUTERWORLD doing for education." We're having a big impact:
t a gala Young people want to be able

to use high-quality educational material online. The born-digital (content), we weren't even certain of the scale at first. In the year 2000 when we were making this pitch about building a digital collection for the nation, we knew a lot of material was being created in digital form. [But] we had no idea how fast that would happen.

This year, lol exabytes of digital content will be produced. It's estimated that by 2010, 988 exabytes of digital content will be produced. [Editor's noce: 1 exabyte is equal to 1 billion gigabytes.]
Obviously, you're not go-

ing to collect all of that, nor would you want to collect all of it. Some material is important and interesting, and some is just interesting. So part of what libraries and archivists bring to this process is developing an approach for what you select - the collection development part - and curating what is brought in: What's important for Congress to have? What's important for researchers and students to have now and what's important for your great, great grandchildren to have

Who makes these Jodgmenta? That's a good question, and that's the beauty of the national digital preservation program. The plan that we put forward distributes the responsibility among a set of trusted partners — trusted agents, if you will — to help share in the responsibility and the cost of collecting and preserving content that's both interestine and immortant to

have. It's content that may in

some cases be vital, because if

we don't get it, no one's going

to get it. If won't be there, it will—pool — be gone.
So we have taken the consensus approach. No one said we should have a centralized approach and one institution could do it all. Everyone realized that was absolutely out of the question. We have identified subject experts, and the contract of the c

people. The library has 450

people who recommend what



we collect. We just can't do it all by ourselves.

What will the digital library program look like 10 years from new? Ten years from now, we'll have a lot more partners. We will have solved some of the problems around copyrighted. restricted materials. We'll be better at knowing what agreements we should be prestint. ing. We will be continuing to track and address standards, because technology is not ening to stand still This is a dynamic, moving target, It's not like paper or the physical world, where you could say, "OK, this is the best edition, This is the preservation stan-

Yea've written about the importance of anticipating the needs of the 22nd-custury our, which is a mind-begging commed. How do you appreach that chollenge? When I look around at some of my collesques, many of us are close to retirement. So I jobingly say that it's really time for us to talk to the next generation. I think that in getting ready for the user of the future, where the properties of the contraction of the collection of the making certain that the next

dard." That's going to change

all the time now.

generation of researchers and leaders and national legistators are involved in helping shape the direction (of our program), because it is going to change fast. Let's face it: Today, if you can't get it online and you can't get it fast, and it isn't easy, young people aren't might to use it is

law would you define leadership. and do you think it is learned or Innata? I think leadership is innate, yet it's also empowered by the environment within which one works. It is the ability to conceptualize a vision or embrace a vision and then take responsibility for it A good leader starts first by listening. so they gain an understanding from whomever they need to. and then communicating that understanding so the people involved will be clear about the end result. It's a collaborative process where communication doesn't just happen at announcing a vision. There's

a great deal of attention (that needs to be) paid to the execution of the strategy.

And I think that's particularly where vision breaks down, or communication breaks down — when you're executing a strategy, Leadership understands that communication.

throughout all three steps envisioning and strategy development, as well as execution — is a very important tool, so you are constantly paying attention to realigning the work and adjusting the strategy.

Can you talk a little bit about how that approach and your own management style have worked

at the Library of Congress? would say I've been very fortunate for being able to start in some ways as a start-up in government - to have hired some people who didn't have a certain future [because they were initially working under five-war contracts). This was a risk, perhaps, for them. They were younger in their careers than I was, but they were challenged by the notion that they could be here at the beginning and make a difference in something that was brandnew There was no mad man.

We made it up together.

Where would you say innovation comes from? Innovation is the process of creative collaboration. Many a brilliant idea has faltered at the execution stage. Successful innovators really understand the value of a well-conceived strategy for execution. They involve



others in the development of that strategy. They look for diversity of ideas. They understand the strength in divergent ideas and values. Innovation is resident in the work that we're doing. It hink, because now to alone had the skills to make this happen, but together we could do to much more.

How do you uncoverage year shall at the library to be inconsisted? I had the great fortune to get to know the late Dave Packs and, He was a real role model for me, and just a wonderful amonderful ama. He and Bill Hewlett built Hewlett-Packard, and it was one of the most innovative componies for many, many, many years. Why? Because they adopted the

style of walls around management. They distented to their engineers. They encouraged experimentation and testing. They gave people the opportunity to get their new product ideas—into prototype. Maybe (those ideas) dishit all come to fruition, but [Packard and Hewlett] fostered an atmosphere of innovation — of creative collaboration, I think they were brillism leaders and

great innovators.
Google, another wonderfully innovative company, has its employees spend at least one day a week on some creative experiment or innovation of their own thinking. Great idea. The atmosphere that you provide for experimentation goes a long way for innovation. 8





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Your potential Our par



# Steve Mills

The senior vice president and group executive of IBM's software group talks about the benefits of open-source software. Web 2.0 tools for business and taking programming for granted.



nothing new in the sense that we sudhis much into services but denly discovered the idea of being a new seems to be placing software business. But the press and chasis on soft-Wall Street analysts have naid more ware. Is that right? Over attention to the software part of IBM's the past 20 years, we

have been increasing our investment in software pretty steadily, so there's

"Information on domand" sooms to be a big

business in recent years.

Eighty percent of all digitized information in the world is unstructured, It's where the quantity is and where

the growth is.

deal at ISM right now. What's that about? There is a lot of data available to four customers, in a lot of formats, often in lots of places. They are trying to move the right data closer to the people who need to make decisions with it. Companies want to be as real-time as possible for rapid decision-making as things in the business and the market chance. The challenge is, where does the data sit and how complex is it to get to the data? What we have done is create the canability of dealing with every type of data - whether text, image, video, audio — and transform it into the form it needs to be in to be analyzed and "fedcrate" many different data sources.

How does that compare with what your competitors are doing? A company like Oracle has been fixated on traditional databases. The notion Oracle promotes is if you just how more copies of the Oracle database, you'll be fine. But it's impractical to think you'll put all your data in one place. No company has ever done it. Microsoft has a much more nonrowly focused strategy around using SQL Server for doing local data marts.

They don't deal with all the file information. There is more data sitting in file systems than in relational databases. Do you see companies increasingly wanting to go after the unstructured data? Eighty percent of all digitized information in the world is unstructured. It's where the quantity is and where the growth is.

is software as a service a threat to IBM's ees? No. It simply determines who my customer is. ADP has been a software-as-a-service company for more than 30 years. This is something that has been with us a very long time. and it grows ever more popular. Is my customer someone who runs their own ledger, or is it ADP who runs ledgers for companies? The answer is yes in both cases. The venture capital community dismisses the traditional busi ness process firms who dominate the market. It's not dominated by Salesforce.com, which is a rounding error.

is soon-source software a throat to IRM? Onen course has been a great belo to us because it helps accelerate standands. You get signific antly improved interoperability and portability. I think where people misunderstand this is that it's often not the money you make from the open-source code: it's the money you make around it. So when I take comething like the Anache HTTP Server and incorporate it into Web-Sphere because of the popularity of the server, I get a tremendous lift on the WebSobere rate of adoption

Open source is inevitable. It's good for the industry as a whole. For examnie the (free) WebSphere Community Edition conforms to the Anache Geronimo standard, and we download more than 20,000 copies a week - a week! The majority of users don't buy a maintenance contract from us. They are just happy to get a copy and do what they do, and they don't have to tell us what they are doing. Where their workloads are simple and they can set by with effectively free code, we support that,

What's coming out of HM's research division? If you look at last year's delivery of DB2 Version 9 and all the native Continued on page 22

)ossier

Titler Senor woe president and group executive, BM's software Company: BM

ndom Fact: IBM's software business continues \$20 billion of BM's revenue and 40% of its profits. Favorite non-ISM technology Java really did a lot for system level intersperability and standards. It really has made a tremendous contribution to the IT industry."

ology put peeve: "The archierus of interconerability which are a reflection of the tack of maturbs in the IT industry, perticularly

storical trivia: Mils coned PM in 1974 as a sales traines. Acquisitions: Since taking his curront lob in 2000, he has helped IBM acquire 44 companies





# New Hampshire Legislators Say No to Real ID Program

Governor set to sign hill that rejects state's compliance with federal law

TEW HAMPSHIRE IS poised to become the latest of a handful of states to enact

a law benning implementation of the federal national identification act The Real ID bill, whose evolving suidelines were

last updated in March by the U.S. Department of Homeland Security (DHS) was passed by Congress in 2005 with a May 2008 deadline for compliance The deadline can be extended on a case-by-case basis until December 2009 with DHS

About a dozen states, including Maine, Hawaii and Idaho, have so far passed legislation opposing the federal law said a spokesman for the American Civil Liberries Union in Wash.

"The concerns are all similar," he said. "They are based

on privacy, cost and convenience. As it stands, the Real ID law would require that all state

driver's licenses and other identification cards include a digital photograph and a bar code that can be scanned by electronic readers

Cards that comply with the law would be required for people entering federal buildings and nuclear power plants and boarding commercial airplanes, according to the DHS.

The New Hampshire bill, which labeled the Real ID Act as "contrary and repusment to the New Hampshire and U.S. Constitutions, was passed in the state Senate by a 24-0 vote in late May The New Hampshire House of Repre sentatives had passed the law

by a 268-8 vote in April. New Hampshire Gov. John Lynch plans to sign the bill. though no timetable has been set, said his spokesman. In a statement last month Larneh applanded the vote by

legislators, "I continue to have many concerns about Real ID. including the cost, the impact on the privacy of our citizens and the burdeo it will place on Lynchesid During debate on the hill.

legislators in both the New Hampshire House and Senate raised several objections to the Real ID law, including the cost of its implementation and its notential to violate the privacy rights of individuals. "The state Senate doesn't

believe the Real ID program was properly thought out by the feds," said Sen. Peter Burl ing (D-Corning), a sponsor of the bill.

State Forfeite S3M I yach's spokesman noted that with passage of the bill. New Hampshire will forfeit

a \$3 million federal grant to implement Real ID. "That \$3 million bribe was temptine," noted Burling. However, he projected that the cost of implementing the law would be far more than \$3 million and perhaps as

much or \$10 million He noted that the state would be responsible for ourchasing technology to meet the requirements of the law and for storing copies of any additional documents that

cardholders must provide under Real ID.

And despite assurances from the DHS that the data would not be stored in a central oational database Burline said state officials also fear that there would be widespread accase to personal data of state residents. Such a central datahave he added could prove to

he a honanan for backers "If you want to do us harm. what's more fun (to backers] than a central database? asked Burling, "If you elec-

tronically link all this information, you're just asking (cybercriminals) around the world to take a crack at it." The DHS however con-

tends that employees from the motor vehicle departments in other states wouldn't have access to the data. Nor does the current proposal boost federal access to state motor vehicle data the DHS said State Rep. Neal Knob (B.

Weare), a strong advocate of New Hampshire's bill, added that he fears that the federal law will ultimately require identification cards to include radio frequency identification or similar technology that

data and track the locations of citizens. Meanwhile, the legislators acknowledged that residents of

states that ban implementation of Real ID could be resevented from entering restricted sites such as federal offices or flying on commercial airlines. However, Kurk said that as more states join the effort to block Real ID it is increas. ingly likely that the DHS will

change the law to assuage the critics. "If New York and California refuse to comply. Real ID will

collapse of its own weight," he

Continued from page 20 XML capability built into it, that's very significant. And there is very deep algorithmic optimization for data compression in DB2 - many times superior to anything in the market. IBM is the only commercial company in the world maintaining a large math department.

In social networking, we have a lot of activity around Web 2.0. There was a recent announcement (about) the Lotus Connections technologies that provide social networking tools for business. (See "Web 2.0 Goes Corporate," page 24.1 And we have a lot of activities around RFID, event-based processi and real-time systems. It's about how you optimize fleet management, shipping and the movement of goods.



money you make from the opensource code; it's the monev you make around it.

FVF MILLS, SENIOR VP AND GROUP EXECUTIVE. IBM SOFTWARE GROUP

est of politicars on The pain of erect not been ensed." Do you agree! There are countless millions.

maybe billions, of what I call situa tional applications - all kinds of lightweight things that people have cobbled together using component pieces. We have supported this through, for example, the Notes platform. The Web itself supports this mod

Look at what people are doing with Web 2.0, mashups, AIAX, Ruby, PHP. scripted approaches to assembline applications. We take this for gramed for

Perhaps at Princeton they don't view

-----------Web page designers as programmers, but they are doing the work that programmers used to do.

But what has ISM done for the traditi programmer? We have tools available today that help the professional programmer generate and design a lot of the code that previously they would

We have those tools in the Rational portfolio, and we have thousands of customers that would attest to the fact

that we have brought engineering to the challenge of coding. I've been in this business for 33 years.

I wrote assembler programs when I joined IBM, and the tools today are profoundly more sophisticated and automated in the generation of code - INTERVIEW BY GARY ANTHES

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DON TENNANT

# A New Talent Pool?

HATE computer games. What's more, it's a hate born of ignorance, because I know almost nothing about computer games. The last one I played was Pong, and my interest in that waned rapidly because it demanded far too

much hand-eye coordination. My ignorance of the subject doesn't end there. however, I also find myself stereotyping gamers as nerdy, adolescent recluses whose detachment from reality is demonstrated by a circle of friends they've never actually met, but who they envision as being clad entirely in armor. Except

for their wings and horns, My son Dan a junior at Worcester Polytechnic Institute in Massachusetts, is such an avid gamer that one of his two majors is interactive media and game development I'm not saving that Don fire the stereotype, but he has Nerf weapons hanging on the walls in his room, I'm not making that up. He's also been seen running around the WPI cam pus with a long stick called a LARP-

ing (live-action role-playing) staff. Fortunately, WPI is an institution where that sort of thing is accepted. so he doesn't have to worry about fratguy onlookers throwing empty beer bottles at him and his fellow LARPers. Interestingly enough, Dan's

academic pursuits have given me a glimpse of what lies beyond the stereotype. The kid is, as they say in Worcester, wicked smart. I've seen some of the design work he's done in Maya, Autodesk's 3-D rendering program, and it's pretty amazing. I'm not referring solely to designs of goofy cyborgs with built-in weapons of mass destruction either I'm talking about practical designs that would have real-world applications in construction or any number of other

Venturing beyond the stereotype has vielded another eye-opener for



ing type I would have bet more than I can afford to lose that the percentage of gamers who are boys 17 and vosinger is far higher than the percentage who are women 18 and older. Yet according to the Entertainment Software Association, the former group constitutes 23% of gamers, and the latter group

That's just one of the enlightening hits of information I gleaned from reading our feature on women in the computer gaming industry, "She Got Game" (page 32). If you haven't read it yet you could be foreiven for wondering what in the world an article about women who design computer games is doing in Computerworld, "The Voice of IT Management." But

30% Who knowl

just read it. One of the things you'll learn is



that computer gaming is attracting women into the technology arena

at an accelerating pace. According

to the nonprofit Women in Games International a typical WIGI event

attracts 250 to 300 women whereas

even a major event would have

brought in fewer than 100 women

10 years ago. As the IT profession

continues to lament the declining

percentage of women in its ranks.

consider the skills that women in

earning bring to the fore, like project

management, collaboration in a de-

velopment environment and experi-

ence with networking technologies.

and high-end computing systems.

That has to be an attractive pool of

talent for IT recruiters

highly prized in any IT organization. So if you're hung up on the stereotype, get over it. A woman with a styrofoam cudgel may be one of the best hires you ever made.



CHRISTOPHED MINES

### IT's Thinking But Not Yet Acting Green NFORMATION technology

is going green. At least IT systems vendors are, with announcements of new energy-efficient servers, data center power and cooling products, and device recycline

initiatives coming thick and fast these days. But what about IT buyers? Are they listenine? And do they care? After all. it's users' procurement processes and operational and asset management practices that will ultimately detecmine whether green IT is for real or just another passing

fad. To find answers to those questions. Forrester Research our veved 125 operations and procurement professionals in enterprise IT shoos in North America and Europe. What did up loom?

The survey results show fairly broad awareness of green IT. an interest in energyefficient IT systems and a strong desire to hear more from vendors or these topics. What our survey did not

find was broad-based activity by user firms to translate their green awareness and concerns into tangible action in IT procurement or operations Fully 85% of respondents told us that environmental concerns are 'somewhat important" or "very important" in planning IT operations. As with the vendors, this awareness is driven by regulatory requirements and corporate responsibility, but even more important are growing concerns about power availability and

costs. A number of companies considering changing their purchasing or operations practices will be driven solely by a desire for greater efficienries and the resulting cost reduction. Green benefits like reductions in corporate CO, emissions may result, but these are seen as byproducts of bandheaded. ROI-driven business practices. A few companies told us that their green IT efforts were driven from the ton of the company Acting more enviconmentally responsible is a high priority, especially for European companies, U.S. energy or recreation businesses. and covernment apencies. For them, croson FT is most of a constage to improve how they're perceived by customers, in-

vestors resulators and employees But awareness has not yet been translated into action, bust a quarter of the currented companies have written recycling, energy efficiency or clean manufacturing criteria into their IT procurement processes. When we asked their procurement and operations people what vendors could do to increase

their green purchasing the resounding response was that they'd like vendors to give them more information. Only 15% of the companies we surveyed said they had a "high local of swareness" of IT vendors' green initiatives, and most sold on that they were bearing little or nothing from top-tier vendors on this topic.

When I read that I get an image of someone waving a red cape in front of a herd of sporting bulls. Get ready for the IT vendors to charge. The best of their efforts to educate customers will have these characteristics:

· A CFO perspective. Green development and marketing by IT vendors to date has been a prekfest. The smart ones will stress business benefits of even policies - not just cost reduction. but risk reduction, brand enhancement and growth opportunities - that appeal to the CFO and other executives · A "hard green" emphasis. User organivations are clear shout this: Green is nice but it's the lone view that matters Vendors will break through the mes-

eseine chatter with tangible ROL complete with calculators and cost studies to mitigate customers' doubts. " A helistic approach. The most effec-

rive vendors will take a wide-angle view of green IT rather than getting mesmerized by one aspect like energy efficiency or product recycling. Weav ine together the disperate elements of a erren IT strategy, and practicing what they need in their internal IT operations, will bring credibility and punch

to wendoes' marketing efforts. \* A well-typed set of messages. The best messages will resonate with various customer motivations for enine erren Customers' receptivity will differ by in-

dustry accorning and individual roles. Green IT is no bubble. But only slowly will companies' awareness and interest translate into concrete actions to lessen the environmental impact of their IT operations. Vendors can speed up that translation by recognizing that for most companies, it's business first and green second.

#### WANT OUR OPINION?

More columnets and links to archives of previous services are on our Web site.

# Exceruts from readers' or

on stories at Computerworld.com

RESPONSES TO: Offshoring Isn't Just About the Money, Survey Suggests

#### MAY 14 2007 Of Course It's About Money

sable of original thought. Their whole perspective in one of cost-cutting. Not business growth, not new products, not new customers, just how do w cut costs and thereby get me a bigger benus? Cutting costs in easy compared to actually ing a buniness, so take the easy option, find a source of cheep labor. Whother that's un flogal immigrant or an indian worker. We who have the real experience of effshoring know there is no increase in performance and it in fact in

much harder to get a problem But if you are going to take a survey of those that proposed

ing option, what results do you t? Would you expect the CIO who took a company off its frame & onto a Windows form to say. "Oh that was a big mistake, I shouldn't have done that." Ridiculous in even ook the question of that person SURMETTED BY: Pener

I noticed that for the SAP ERP ation cited in the article, only 10% of the work was part to India. It would tial amount of work was hored, in my experience s and quality leases with ared work teams and with

be a lot more useful to repor observed results where a subthere are unacces outsourced projects. My latest and most painful example was an SAP system that was down for three days because the here teem seriously und performed in complex probi enabosis. They were creat

ery (things which can be ted ad nauseam), its er project, we are expesing four-day turnarounds an defect corrections with an ore development team, a ns lag that seriously crippi sting progress. Note that the test teams are uncovering quality issues caused by these OTTED BY: Anonymous

SAPconsultant Boy, are you guys cynics When I outsourced to India, or was the last thing on my mind, it's about synorgistic perational efficiencies in our

ment-productivity conm, and outsourcing can't be best for that, BTW, I also ribe to Playboy beca I love the insightful articles.

SUBSCITTED BY: Ananymous RESPONSES TO Security Isn't Just Avoiding Microsoft

#### MAY 7, 2007 It's Not Just About Popularity

if someone (say, Apple) we sant wunder, there would probably be more As viruses, but there would still not be as many as there are curity problems are not JUST so they are the dom dor, I don't think so, and

Gone Spelford doors't either. He wrote: "There have been othine Else 100,000 virus es for MS operating systems, only about 50 for the Mac, and shout 3 for commercial Units ms. That difference isn't one of a difference in the sience of the machines there are basic architecture

ITTED BY: Anonymous

OK, in general a Linux system is more secure than a Window one. But while users conti being scoce stupid, "archi-tectural differences" aren't relevant at all, Once users stop saying "yes" to a message that says 'Tm going to install a vires, de you want to cent then you can start to talk above architectural differences. But until then "every" system will

RESTTED BY: Anarymous

The difference in that in Lin If a user does something like that it affects his user so and that's it. It doesn't effect the whole machine like it wo on a Windows hor, if a user gets a bug in his profile you ca less remove that upor, re-odd, and go on your morry way.

If the user has the root p word and in stopid enough to do something like that, no OS in the world will save him veyor, many viruses will not ask "Do was wish to install the virus?" but rather some like. "Do you wish the program installed to save scores lo-

Many people who use Linux are no smarter than Windows sphasizes that root should ost never be used, while in

ndown, you of admir MATTED BY: Anonymous

RESPONSES TO: Is Speech Recognition Finally

Good Enough? MAY 18, 2007

neith and Learning each and learning are pr ses that, in humans and ser animals, have a strong emotional component. List ing, understanding and reno also involve or Eliza nover felt anything. That one reason our ma as much trouble really learns

HANTEED BY: Jenhod

Problem bus't Accuracy Speech recognition will not catch on in the workplace for one reason: privacy. Do you SUBMITTED BY: Alpha



6.4.0

the Out Came. Women are bringing a fresh outlook to the world of comnuter vamine. PAGE 32

PAGE 38 Setting Great Expectations PAGE AG

Security Manager's Journal PAGE 42

Wireless VelP Drives PAGE 44 Auto Bealership

Onleion: Paul Ingervaldson PAGE 48

Tools like wikis and podcasts can provide significant advantages to a business. But CIOs have been slow to embrace these lightweight Web technologies.

OR JEFF HERRMANN, co-director of research at investment comnany Manning & Napier Advisors Inc., the impetus to invest in Web 2.0 came abruptly late last summer. That's when one of Herrmann's analysts left the company - and much of his recent research vanished as well. It wasn't stolen - just lost

somewhere on the former employre's hard drive. Herrmann says. "After he left, his replacement showed me a stock he thought was interesting. I said, 'Wait a minute; we already researched that stock." The analyst who had

left had researched the stock thoroughly and devel-Continued on page 28



JEFF HERRMANN, co-d

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ibm.com/systems innovate

And the second s

# STRATEGIES & TACTICS

# 2.0 Tools & Terms

BLOG, Short for "Web log," a blog is a Web journ

nis or near Other they also let

CODCAST. An audio or video lite disabi over the Internet through RSS or another pundication leed.

RSS. Really Simple Syndication is a technology that ats users subscribe to feeds that deliver wild or blog update or even more general information such as traffic alorts.

WIKI. A collective Web page that allows users to post or link content without having to use HTML.

Continued from page 26

oped a strategy about when to buy it. "But do you

think we could find that work? No way," Herrmann says, "It was nowhere to be found."

- SUF HII ORETH

Herrmann realized that a wiki — a collaborative Web site to which everyone can contribute content

- might have prevented the loss. Now, Manning & Napier analysts use wikis from

Socialtext Inc. to share and store research, commentary and meeting notes. The wiki is organized by industry, such as health care, and then by theme, such as the plight of the uninsured. Content can be typed. pasted or linked into the wiki. Some e-mails or e-mail threads can also be sent directly to the wiki And all of that unstructured content can be searched

by keyword, as well as tagged for subject categories. We like it because it's a peer review system, not a hierarchical system. We work in teams, each covering a sector, so this makes it easier to collaborate." says Herrmann, "We also wanted to do a better job of documenting and saving things that don't get saved, as part of our legal obligations."

Herrmann is among the growing wave of execu tives to recognize the business value of Web 2.0 tools. Innovations such as wikis, blogs, RSS feeds, podcasts and social software are ubiquitous in the conmarket, and many people have quietly downloaded Web 2.0 tools at work to use on their projects.

In a survey conducted earlier this year by consulting firm McKinsey & Co. nearly three-fourths of the 2.847 executives polled said they planned to maintain or increase their spending on Web 2.0 collaborative technologies, for use either externally to communicate with customers and partners, or internally to improve collaboration among employ ees. But until recently, CIOs and other top executives have been slower to recognize their value.

"Companies look at this and say, 'I understand the technology; I just have no idea how I can make this part of my corporate activities," says Ron Schmel zer, an analyst at ZaoThink LLC in Waltham, Mass.

CIOs also have concerns about security, governance. IT support and integration of Web 2.0 spolications with existing systems. And the very naure of Web 2.0 - distributed and emilitaries - makes some managers nervous. "Web 2.0 is decentralized." explains Schmelzer. "There's no centralized authority to mandate or control."

Major vendors of Web 2.0 tools for cornorate use are addressing these concerns, however. They are adding management and security features, and be implemented and administered as a platform. Meanwhile, more businesses are experimenting with Web 2.0 tools for a wide range of activities. from content management to employee recruitment.

The Case for Web 2.0

INFORMATION MANAGEMENT, Honolulu-based Hawaiian Airlines Inc. recently grappled with the problem of how to organize and pare down a glut of content built up over time by customer service stuff in airports, at the airline's call center and on its Web site. "We had a ton of dunlicate data. We have neonle so the airport answering the same questions as the phone reservation people and the Web site."

explains CIO David Osborne Each group was creating its own content.

The airline wanted to consolidate all that content into one proository that could be easily referenced. searched and updated by the service staff. The solution: a single customer service FAO on a wiki using the Web 2.0 features in Microsoft Corn's SharePoint Server 2007 Now we can have all of that data in

one place," says Oshorne Wikis aren't the only Web 2.0 tools used for information management. The Discovery Channel's Educator Network, an online community of teachers, uses a Web-based collaborative

database - Dobble DB from Smallthought Systems Inc. - to manage its list of 11,000 education-related events. Instead of Discovery Channel staffers collecting information and posting it to the Web site, the Educator Network's 2,500 "Star Educator" volunteer

teachers remotely update the information pertaining to their own regional and online evenes. This approach has saved the Discovery Channel approximately 75 staff hours per week, says Steve Dembo, online community manager for the network, adding, "By having it in Dabble, we're able to pull out

all kinds of reports that we weren't able to before." NETWORKING. The use of LinkedIn Corp.'s petworking service saved leff Hoffman from making a major hiring blunder last December. Hoffman, CEO of Basho Strategies Inc., a sales training firm in Burlington, Mass., was interviewing

applicants for a midlevel business development position. As part of the process of collecting references. Hoffmann sent queries to people listed in the Linked-in networks of the most promising candidates. The feedback he got on one job seeker was par

ticularly revealing. "Two people responded that she was abrasive, didn't work well with salespeople and

had not had much success in her jobs. But what was really interesting was that one of them was from a company not listed on her risumé " says Hoffman "The feedback was enormously important, because any new hire exposes us to a ble risk. It's arrushly the most expensive mistake you can make. Social networking software can be used exter-

nally to enable a company's customers to connect with one another, as well as internally to enable employees in large companies to link up. For example, Hawaiian Airlines plans to use SharePoint Server's blog, people search and MySite features to create a Web-based community for employees and it is considering something similar for its customers, who are mostly vacation travelers. The MySite feature provides a place for employees to list their skills and experience, collegeues, association memberships. latest projects and other information, and it permits others to search the profiles by keyword

"Internally, we're looking at department sites where groups could add news, photos, commentary, planned activities and improvements to working practices," says Osborne. "It's basically a set of community sites with interaction content

PROJECT MANAGEMENT AND COLL ARC-RATION, Web 2.0 technologies

are also being leveraged as project The wiki management aids, either alone or 7 is a living as part of larger project management applications document that RT Logic, a maker of satellite progresses as the development

progresses. It's

JAMES SULLINAN, CONFIGURATION

easy to use.

very flexible and

systems in Colorado Springs, relies on the wiki function in Code-Beamer, a configuration management tool from Intland Software, to document the progress of products in development. The company currently has 117 wikis that ensineers use as their communication channels for projects.

lames Sullivan, configuration manager at RT Logic, says lightweight wikis are ideal for project collaboration because of the ease with which envineers can add

comments. It's also possible to revert to prior versions of a wiki if a mistake is made. "It's a living document that progresses as the de-velopment progresses. It's very flexible and easy to

use," says Sullivan, "Since we can back up and see what the history was, it gives us a snapshot of where we've been and where we are now. CONTENT PUBLISHING. The Discovery Chan-

nel's Educator Network offers Web 2.0 technologies to help teachers share ideas. Among them are Six Apart Ltd.'s TypePad service for blogging, StikiPad Inc.'s StikiPad for wikis. ILike Inc.'s GCast for podcasts. Simulat Inc.'s Vyew live conferencing tool and Yahoo Inc.'s Flickr photo-sharing applicati Some teachers who recently went to South Africa

and New Zealand as part of the Discovery Educator Abroad project used Flickr to post their photos. for example. "They're tools to communicate with other teachers," says Dembo, noting that Web 2.0 technologies are easy to use. "With these kinds of tools, anyone can jump in.

Basho Strategies draws clients and potential clients

Continued on page 30

# **Innovations** by **InterSystems**

# Make Applications More Valuable



# CIOs Vote For Web 2.0 Suites



Would you be more informated in Wild 2.5 scientific in Wild 2.5 scientific in Wild 2.5 scientific in Wild 2.5 scientific in Wild 2.6 scie

not total 100 because of mu

Continued from page 28 to its Web site with a blog where visitors can read sales-related commentary from Basho executives and post feedback. In addition, Basho clients can subscribe to an RSS feed of podesasts on assies tactics. "Our clients respond very well to the personal appearable. Bloosine and rood-nature are natural extension and conducts are a natural extension."

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Inherent Limitations

Despite the benefits of Web 2.0 tools, smart corporate users realize that they can't effectively replace face-to-face and phone contact between people. For example, at RT Logic, engineers make use of wekis for internal cellaboration, but the company has so far eschewed implementing Web 2nd for customer communication. Currently, if a corporate client wants to find out how a product is progressing, he has to call a lead engineer at RT Logic to discuss it. Sullivan spay that the company has considered

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where RT Logic engineers would answer them. While both ideas seem tempting, RT Logic managers have so far decided against them, reasoning that Web 2.0 tools

might actually impede good communication with customers. "It puts a layer of separation between our engineers and our customers," Sullivan explains. "We like the feedback we get when we have direct communication with our customers. We've able to ask more direct ousstinns and set to

the root of the problem."

Security Concerns
There are also lingering concerns about Web 20 in the corposete setting. Hawaiian Airlines
Coborne worries that uncontroilled use of wikis and blogs
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So the airline will implement an
approval process for creating wikis, as well as employ the security
features in SharePoint to control
who can post content.
Experts note that it isn't that

difficult to set up a controlled DANID OSBORNE, CIO, HENNIMA ARLINES Week Ethan it will expose more problems to a wider audience, but a wiki can be managed and monitored in a central beloce. Savay lim Moreby, an analysis at 61 by bying from

AMR Research Inc. in Boston.

In fact, most of the products aimed at businesses have features for setting up role-based access rights for various users. But the flip side is that too much security can negate the benefits of Web 2.0.

"If you're trying to create an open, collaborative community and you lock it down, you won't have one," says Murphy.

Another issue is that many Web 2.0 applications

Another issue is that many Web 2.0 applications are hosted services. The idea of having a blog, wiki or even a podesat with private company content on someone clash server can make executives nervous. Housed service providers offer security measures, of course, such as SSL encryption, passwords, fire-walls, backups and archiving, but if those aren't suf-

ficient, it's often possible to buy the software and bring it in-house. That's what Manning & Napier did after upper management expressed concerns about security. "We were getting (Socialtext) through the Internet gateway, but the powers that be said it had to be behind the firewall." sars Hermann.

Here Come the Big Boys

Limit recently, the Web 2.0 mirked was dominated by smaller vendense. But the major physics have begun adding Web 2.0 capabilists to their existing products. Microsoft's SharePoint Server 2007 has templates for wikis and blogs, Last Novalent. Intel. Corp. introduceth & Suite Pow No 2.0 has templates for wikis and blogs, Last Novale. In performance of the products of the products

IBM, Oracle Corp. and Google Inc. are all adding various Web 2.0 features. (See "The Grill: Steve Mille." nave 20.)

As Web 2.0 Secones part of leading business applications. More organizations are likely to adopt them. According to a recent survey by Forrester Research Inc., large organizations prefer to purchase Web 2.0 products from incumbent vendors. Of the IP CIOs surveyed, 77% said they would like to buy them from a major vendor, and 74% said they would prefer to get Web 2.0

technologies as a suite.

In other words, businesses
don't want a collection of Web 2.0
tools; they want an "Enterprise
2.0" platform. One key reason for
this is a desire to have complete
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As Forrester analyst Ron
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James of the box of the

Support and maintenance is another motivation for buying from a single vendor. "It's much easier to manage one piece of technology that is integrated and runs on one box," Osborne explains. Whatever you ultimately decide, the time to start

Whatever you untimately decide, the time to start considering Web 2.0 is now. "We're at the stage where it's so easy to experiment that it's almost a liability." Murphy says. "You don't want people going down the wrong path with a tool that isn't usable in the long run." The best more that a ClO can make he says. is.

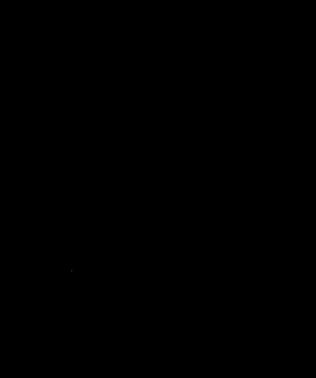
to start asking department managers what Web 2.0 functionality they need, and find the common denominators that will dictate which products to purchase. Then make a decision before your employees do. 9

Hildreth is a freelance journalist specializing in enterprise software. Contact her at Sue Hildreth@comcast.net.



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# CIOs Vote For Web 2.0 Suites

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go at everything. There's liability around that," he says. So the airline will implement an approval process for creating wikis, as well as employ the security features in SharePoint to control who can post content

Experts note that it isn't that difficult to set up a controlled Web 2.0 environment, "Some feel that it will expose more problems to a wider audience, but a wiki can be managed and monitored in a central place," says Jim Murphy, an analyst at

AMR Research Inc. in Boston In fact, most of the products aimed at businesses have features for setting up role-based access rights for various users. But the flip side is that too much security can negate the benefits of Web 2.0. "If you're trying to create an open, collaborative

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IBM, Oracle Corp. and Google Inc. are all adding various Web 2.0 features (See "The Grill-Steve Mills," page 20.)

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In other words, businesse don't want a collection of Web 2.0 tools they want an "Enterprise 2.0° platform. One key reason for this is a desire to have complete nteroperability and integration with existing business systems. As Forrester analyst Ron. Koplowitz explains, "If you've already chosen the wender (for your enterprise platform), then you've already made a decision

DAVID OSBORNE, CIO, HAWAIAN AIRLINES about security, directory services. and operating systems. So generally, you'll have everything in place. Support and maintenance is another motivation for buying from a single vendor. "It's much easier to manage one piece of technology that is integrated

and runs on one box." Osborne explains. Whatever you ultimately decide, the time to start considering Web 2.0 is now. "We're at the stage when it's so easy to experiment that it's almost a liability," Murphy says. "You don't want people going down the wrong path with a tool that isn't usable in the long run." The best move that a CIO can make, he says, is

to start asking department managers what Web 2.0 functionality they need and find the common denominstors that will dictate which products to purchase. Then make a decision before your employees do.

Hildreth is a freelance journalist specializing in enter-prise software. Contact her at Sue Hildreth@comcast.net.







# I NEED...

Lower total cost of ownership

Increased utilization of my existing assets

More efficient management of my server & storage devices

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## Women bring fresh insights to computer gaming.The industry **needs** more of them. BY MARY K. PRATT

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USEE WEE knows that eaming technology is crucial to the corporate world. As director of the Mobile and Media Systems I sh at Hewlett-Packard Co., Wee worked on the company's Panoply project, Panoply uses technolney to create an "immersive" visual display that wraps around the user. Developers run algorithms in real time through equipment from VoodooPC — a designer and manufacturer of high-performance gaming compute systems acquired by HP last year — to achieve color and segmetric corrections that make a scene look real. Wee explains. Imagine a race-car game

where the scenery you pass while driving is realistic and almost panoramic. HP developed Panoply in part for its Halo Collaboration Studio, a face-tnface collaboration environment. Companies can buy Halo studios to hold meetings with people in various locations, with life-size displays and real-time audio. Wee says Panoply can also

he used in military training exercises. scientific visualization, home theater and, yes, computer games. Wee isn't the only woman making her mark in the male-dominated gam-

ing field.

Jennifer Canada thought about a career as an opera singer. She also con templated political work. But in college she got hooked on gaming, so she's now a level designer at Vicious Cycle Software Inc. in Chapel Hill, N.C. Canada decides what events take

place in each level of a video game: Does a fight happen? If so, how many enemies attack? Where does the player enter the space and encounter those enemies? Then she uses scripting to set all that up.

Continued on page 34

# ACHIEVE real-time collaboration, without boundaries.

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Continued from page 32

If the earning industry wants to row, it needs to attract more women like Wee and Canada. And that's good news for technology-minded women looking for more job options.

"If we want to have [game] titles that reach a diverse audience, our workforce has to reflect that diversity," says Sheei Graner Ray a came designer and developer at Sirenia Consulting in Austin and chairwoman of the steering committee of the nonprofit Women in

Games International (WIGI). The push for more female work ers translates into opportunities for technologists who can bring new perspectives and story ideas to the games market, industry executives say.

And it's an entiring area for tech workers. Game designers - both women and men - say the industry allows them to push technology in ways that they wouldn't be able to in corporate IT departments. They also have growing opportunities to use gaming technology in innovative ways, such as in so-called serious games - training software and other applications that bridge the gulf between gaming and corporate environments.

"The hot technology is out there in the game industry," says Mike Zuda. director of the University of Southern California's GamePipe Laboratory, which awards bachelor's and master's degrees in game development.



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SHERI GRANER RAY GAME DESIGNER AND DEVELOPER, SIRENIA CONSULTING

The gaming industry is big business. According to the Entertainment Software Association (ESA), \$7.4 billion in entertainment software was sold in 2006 to the U.S. alone. With a number that high there's no doubt that teen. are hows aren't the only ones playing. In fact, ESA's research shows that 38% of earners are women, and women 18 and older represent a greater propor-

tion of gamers (30%) than boys 17 and vouncer (23%). And as the overall number of gamers grows, the need for technologists is exploding. For example, CCP Games HF in Revkisvik, Iceland, employs about 200 people but plans to hire about 100 more in the next two years, with the majority working in the company's Atlanta-area facilities, says Peter Gollan, director of marketing for North

America Gollan says CCP wants to bring more women on board because only 16% of its staff are female. Industrywide numbers are even worse. The International Game Developers Association says women made up only 11.5% of the workforce as of 2005, the most recent year for which statistics are available

And if having more women design ers resulted in more women players. there's no question that CCP Games could grow. The gender breakdown for those who play its Eve Online, a massive multiplayer online role-playing

name, is 95% male and 5% female. "If you want to brine in content that's more engaging to women, you have to bring in more women," Gollan says.

What Women Want Graner Ray is reluctant to say that women like one particular type of eame over another. They are as broad and diverse a group as men, and individual women have their own likes and dislikes when it comes to games. But

there are some factors that annear to shut women out of the game world. Graner Ray says men tend to be more exploratory and risk-taking learners, so they're more likely to dive into games by banging all the command buttons until they figure them out. Women tend to want to know how is all works before they out their hands

At this point however most tutorials are designed for exploratory/risktakine learners, Graner Ray says, Come makers have to structure rutorials to reach both groups if they want

both to play, she suggests. Moreover, antifemale themes and negative portravals of women cause many womeo to shun otherwise popular games, says lack Hart, CEO of ECD Systems Inc. in Marstons Mills. Mass. Some argue that women and girls do indeed prefer different types of games than their male counterparts. Women and girls are more interested in strategy games, puzzle games, as opposed to [being] first-person shooters," says Michael Gartenberg, an analyst at JupiterResearch in New York and a Computerworld columnist.

Other demographics have other prefgrences too, he says. Older people, for example, tend to be less likely to play games that require quick reflexes or have small text. Designing for a broad-Continued on page 36

Career Crossovers:



### STRATEGIES&TACTICS

continued from page 34 or andrence will require the industry to diversify to include a broader range of workers overall, not just more women,

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uals is an unanswerable question.
"Clearly, everyone brings something different to the table," says Teich, lead artificial intelligence and gameplay engineer at LucasArts Entertainment Co., part of Lucashlm Ltd. in San Francisco. "The best bet is to bring people in who are excited, have good ideas and want to be have."

### Moving Toward Diversity There are some positive trends to-

ward diversification. Graner Ray says a typical WRGI event now draws 250 to 300 women, whereas I0 years ago a management wouldn't have even brought

300 women, whereas 10 years ago a major event wouldn't have even brought in 100 And recruiters say they're trying

ers say they're trying to draw more women into the field, although gender alone won't get them the job. "If a woman were to apply for a software engineering position, we'd think, "That's great," because more a woman brooks

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Bohlen says her company doesn't
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What can they bring to the company?" she says. But she adds that company lenders do see the importance of getting more women into the gaming work force.

And while Bohlen says slic's seeing more women in gaming, she points out that the technology field overall still has a lot of recruiting work to

do. "There are still not as many women in the computer programming and software engineering field," she says, "I don't think that's simply

don't think that's simply related to gaming." More women would enter the field if there were more games on the market to inspire them.

suggests Tracy Fullerton, an assistant professor in the interactive media diprofessor in the interactive media dirivision of the University of Southern California's School of Cinematic Arts and en-director of the university's EA. Game Innovation Lab. That is Fanily luppening, she says. The industry is not only maturing but also throudening, so technology professionals are seeing more octorus, operuturities and rea-

sons in enter the field.

Just look at the variety of games on the market. Guitar Hero, a rock guitar simulation game from Sannyvale, Calif-based RedOctane Inc., as well as free downloads of virtual tennis prove that gaming isn't just about video anymore.

And then there's the Sime series, which includes some of the most psyn-life games among somes — and over-all, according to a balleron. The Sime james, which have to the same of the state of the same should be supported by the same should be supported by

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Other students built games that rely on emotional and cognitive exploration, both growing areas in the gaming industry today, One such

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TRACY SEAMSTER GAME

DESIGNER SONY ONLINE

ENTERTAINMENTILLO

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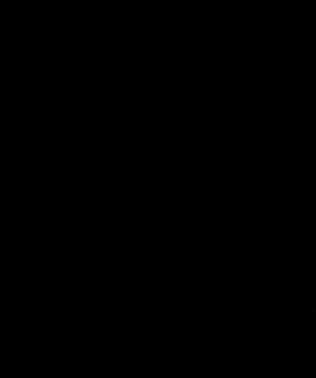
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Such games have broad appeal, which supports the contention that increasing the ranks of women in gaming is key to expanding the market, Fullerton says. "When I demo these games," she

says, "men and women alike say they never play games but these make them want to play." 3 Pratt is a Computerworld contributing writer in Waltham, Mass. Contact her at

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DESIGNER, SONY ONLINE ENTERTAINMENT LLC were more games on the market to inspire them. suggests Tracy Fullerton, an assistant professor in the interactive media division of the University of Southern California's School of Cinematic Arts and co-director of the university's FA Game Innovation Lab. That is finally happening, she says. The industry is not only maturing but also broadening, so technology professionals are seeing

more options, opportunities and reabust look at the variety of games on the market. Guitar Hero, a rock guitar signulation game from Sunnyvale, Califbased RedOctane Inc., as well as free downloads of virtual tennis prove that earning ign't just about video anymore.

And then there's the Sims series which includes some of the most popular games among women - and over all according to Fullerton. The Sims games, published by Maxis and distributed by Electronic Arts Inc. in Redwood Calif are simulations in which players control characters and, thanks to artificial intelligence, see how other characters react and interact

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Consumerworld's Mobile & Wireless World proudly announced results of the "Best Practices in Mobile & Wireless" Awards This program honors IT users "Best Practice" case studies from a field of qualified finalists.

in each of the following categories were recognized during Awards ceremony held Wednesday, May 23rd at Mobile & World at the Ritz-Carlton in Orlando, Florida.



### is in each of the following categories are:

### Evolution through Mobilizing Field Workers

- San Diego Police Daparament, San Diego, California Finalets: CSX, Jacksowille, Florida Gaz Métro Pius, Boucheville, Quebec (Canada)

  - J.B. Hunt Transport, Inc., Lowell, Arkanses
     Richmond Ambulance Authority. Richmond, Virginia

### ploying Wireless Mobility in the Enterprise

- General Motors, Detroit, Michigan
  Finalists: Atlas Air Worldwide Holdings, Purchase, New York
- Giobus, Littleton, Colorad
  - Oseka Gas, Oseka City (Japan)
  - United States Postal Service, Washington DC

### ation and Promise

### res: Providence Public Safety Communications Department, Providence, Rhode Island

- Finalists: \* City of Corpus Christi, Corpus Christi, Texas \* Northrop Grumman Corporation, Pascagoula, Missiesippi † Vassar Brothers Medical Center, Poughkeepsie, New York
  - Wound Technology Network Hollywood, Florida
- Maximizing Wireless Security to Prevent Intrusion

## Honores: The George Weshington University, Washington DC Finalists: • Righer College, St. Augustine, Rorida • Grant Thomton, Oalbrook Terrace, Binois

- - Intel Corporation, Santa Clara, California
     SunCel Companies, Irvine, California

# **Great Expectations**

An otherwise perfect project may go down as a failure if it's not what users anticinated. Here's how to prevent unbappy endings. ILL OUT OF THE WAY OF THE

Dom Guelietti knows how tough it can be to properly set tions for hig IT projects So four years ago, when Gueliatti's employer. Northeast Utilities, embarked on a massize effort to consolidate three customer information systems into one and any call conservings two facilities. one of the first things that he and other

propers leaders did year to collecte 20. husiness managers with 40 FF workers to help them stay in sync on the project's products and timetables. The closer you can get [business leaders) tied into the decision-making the hetter," says Gugliotti, IT project manager for the customer service intogration project in Berlin Conn Gueliant meets daily with his busi-

new revers to discuss the status of systems testine and any changes that need to be made in the project spees. "IT and business live together on this." Gueliotti says of the \$80 million-plus effort, which is slated to be completed in phases over the course of the year.

Meeting deadlines and staying within budgets are the most obvious challepros in any CE project, but the biosest test of all may be managing the expectations of your business chems, "It's a huse challenge for IT organizations to stay aligned with the business on projects," notes Barry Cohen, vice president of applications management at Wells Real Estate Funds in Norcross, Ga.

That's partly because business leaders and FI project managers often have different ideas from the start shout the benefits a project will deliver. For examele. Cohen says, business managers sometimes fail to grasp what effect IT projects will have on their operations. and how much their internal business processes may have to be amended to work with new systems

To set expectations when Wells outsounced support of its Oracle financial software beginning last May, Cohen tried to ensure that there were no communication gaps between the IT teams and business leaders. He talked to busi ness managers and staffers in formal and informal meetings, explaining that any changes made to the functionality of the software would take longer un-

der the outsourced arrangement than when support was in-house. "It's part of our normal procedure to let the business know how the changes

### would affect them," says Cohon.

**Getting Aligned** In December, Freddie Mac's CIO, tim Huzhes, began making changes to the way the cumpany's IT organization is aligned with its businesses. Before then, each of the business units at the McLean. Va-based morrouse runchaser had desticuted IT staffers who served as linkous working on strategy, planning, project

### initiation and development. But the Tips on Alignment

focus on project development overtook the other activities, says Hughes. So when he reorganized, he separated the other client-facine activities from develcornent. That has helped fined in Mark-IT prove to maintain a more consistent forms on areas such as steateny and elan-

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is also key. "Fighty-five percent of the success occurs in the first 19% of a project." making, the says Hughes. That's when a successful project manager defines the scope, explains the nature of the effort be-

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realistic, he explains. More help comes from Joseph Smi should family head mountains president of operations and technology About a year ago, he created a communications program known as \*Month in a Row." A cardboard package is given to each of Freddie Mac's operations and technology leaders, it contains a detailed message with stens on how to communicate with end users and business sponsors in a consistent way to

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The program encourages IT leaders to share information about Fooddie Mac's operations and technology strategies with IT staffers and business managers and to explain how these fit into the company's overall goals. One recent Month in a Box clarified Freddie Mac's new approach for developing systems, explaining what a systems

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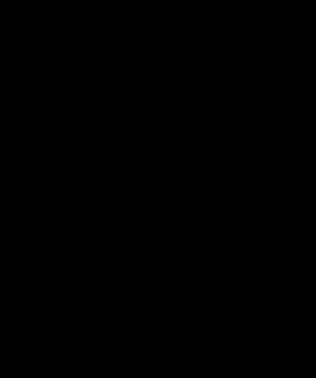
> way enables business and IT to stay on the same page when changes in plans are required. For instance, Wachovin recently needed to introduce new trad ing indices more quickly than a project plan had initially called for. The proiect leader arranged a meeting with the bank's head of research to collaborate on a scope adjustment that allowed the project timelines to be secolorated "and still deliver what the business needed

At Northeast Utilities, Guellotti's IT group works on alignment continually through daily interactions. By working side by side, business and IT staffers can weigh the impact of

overall." says Bishon

proposed project decisions against the difficulty of carrying out those decisions, he says. For instance, the project team recently discussed a possible design change in a project that was under you including the risks and challenges of trying to execute such a change so deep into the project. The team members decided on using a work-ground instead.

"It's amazing what co-ownership of the schedule and budget and sitting side by side can do to your expectations," says Gugliotti.



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management consulting firm. At Wachovia Corp., that monitoring and communication take place during biweekly meetings between project and business leaders, says Tony Rishon

senior vice president and The closer director of architecture you can and engineering at the et [business aders] tied Charlotte, N.C.-based bank. The project review includes a single dashto the decisionboard summary of tasks, making the milestones deliverables

accomplishments, open issues and project compe nents that require tweaking, says Rishon. Working together this

way enables business and IT to stay on the same page when changes in plans are required. For instance, Wachovia recently needed to introduce new trading indices more quickly than a project plan had initially called for. The proiect leader arranged a meeting with the bank's head of research to collaborate on a scope adjustment that allowed the project timelines to be accelerated "and still deliver what the business needed owerall " save Richon

At Northeast Utilities, Gugliotti's IT group works on alignment continually through daily interactions. By working side by side, business, and IT staffers can weigh the impact of

proposed project decisions against the difficulty of carrying out those decisions, be says. For instance, the project team recently discussed a possible design change in a project that was under way, including the risks and challenges of trying to execute such a change so deep into the project. The team members decided on using a work-around instead.

"It's amazing what co-ownership of the schedule and budget and sitting side by side can do to your expectations," says Guzliotti.

### himbolis Lacins and who for a delinder but sedonde

In IT, the wrong metrics could be

worse than no metrics at all.



Than becommande perveren

### **Search Engine Optimization**

### DEFINITION

Search engine optimization (SFO) is the process of ensuring that search engines are more likely to find and access your Web pages. SEO's purpose is to improve the volume and quality of Web site traffic generated by searches.

F YOU HAVE a public Web site, you want people to visit it Whether its function is to disseminate information promote shopping or other commercial transactions, or penerate advertising revenue west eite men't be effection if no one sees it. Since most Internet users rely on search engines to find Web sites, good search listings can dramatically increase site

traffic Everyone wants those good listings. Unfortunately many Web sites appear far down in search engine rankings or may not he listed at all because their designers don't consider how people search and how

search engines work Consider a typical ouery. Fire up your favorite Web search engine, type in the keywords you're looking for, and hit Return. In a few seconds. you'll be looking at the first few of a series of Web sites that fit your criteria. But how are these results generated? In preparing this Quick-

Study, I searched for "search engine ontimization" on Google. It told me it had found at least 22,800,000 sites and listed the first 10. Users generally assu

that the most relevant entries will be presented first, but

in fact each search engine uses different algorithms and selection criteria to rank the pages it presents. Thus, different engines will rank and present the same set of pages differently.

Users who are very determined to their research might explore beyond the first few entries or pages of entries. But if your site is buried down even a

couple of bundred entries in that 22-millionlong list, they'll likely never see it. This is where search engine optimization, or SEO, can make a big difference by improving the ranking a

page gets. How Searches Work Most search engines, such as

Google, are crawler-based and create their listings automatically. They "crawl" the Web. looking at both the form and content of Web pages. Page titles, body copy, and coded instructions and keywords all play a part in this process.

Automated search engines don't just rely on how often they find query terms on a page. Ao important technique pioneered by Google is link analysis, which looks at how pages connect to one another. The general assumption is that a page that many others link to is probably more important than one that stands alone and

thus it should get its ranking

boosted. Another factor is clickthrough measurement. Here, a search engine watches which results a user selects from a particular search, with a view toward dropping high-ranking pages that don't attract clicks and promotine lower-ranking pages that do collect hits. Some search engines (bur not many) depend on living breathing people to create their listings. You either sub-

mit a short description of your entire site, or special editors write descriptions for sites they have found and reviewed. In this type of search engine. queries look for matches only io the written descriptions, not in the actual pages themselves. Finally, some hybrid engines combine both automated and buman indexine

### What SEO Does

Optimizing a site for warch engines can take many different forms. SEO works by understanding how search algorithms function and what buman visitors might search for. It may involve changing the coding, presentation and/ or structure of a site to avoid or fix problems that could prevent search engines from fully exploring a site. Here are some

factors that must be taken into account Keeseris. The choice location and frequency of keywords on a page can make a big difference. Most SEO specialists advise using phrases

of two or more words. Also many search engines give more weight when a keyword

is located in the title or early in the Web none Targeting the most effective keywords is critical. Besides choosing the relevant terms that occur most often, it's beloful to devise processes to measure predicted traffic (how many users will search for the term each month), conversion

rate (how many users searching with the term will click on an ad, buy a product or finish a transaction) and value per customer (how much revenue. on average, is generated per customer who uses the search

Look at the competitive en-

vironment for your keywords: Who else is using them and bow well do they work? When starting a new site it's often better to use only one or two unique phrases per page, keeping other terms on different pages where you can provide individualized information for

east content Keywoods should reflect the page's actual content, so you need to include HTML text on your page. Graphics are nice, but search engines can't read them and may miss text that could make your site more relevant. Stumbling blocks. Some search engines may not read image maps or frames the way you expect. Unless you anticipate and work around these problems, some engines may not index your Web pages. If pages 00 your site are generated with Common Gateway Interface or from databases, some search

static pages, possibly having the database update the pages rather than generate them on the fly. Kay is a Computerworld contributing writer in Worcester, Mass, You can contact him at

engines can't index them. Con-

sider creating at least some

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SECURITY LOG

# Sometimes. You Just **Can't Avoid Politics**

It's especially difficult when you work in a state agency and a new governor and his newly appointed too IT people are talking about consolidation, By C.J. Kelly

DOMESTICS COMMEN into office, you have to expect change if you must for a state agency. For the new administration in my state budget cuts were the first thing on the arenda I had to slash my budget proposal by 16%, just like everyone else. I was relieved that I SECURITY didn't have to let any people on but I had MANAGERS to format about hum.

IOURNALA ing some equipment. Budgets are finally closing, now that every detail has been repeatedly scrutinized over the nost several months. I had to explain why storage-area net work technology is important for disaster mowers ournoses to several levels of agency management as well as to the legislature and the state budget analysts. The higher I got in the bureaucracy, the more I had to translate how this works into nontechnical lan-

guage - not an easy task. The next thing the political winds blew my way was a statewide, top-to-bottom consolidation of IT and information security. And unfortunately, there's no petting the politics out of this project. My inclination is to take the logical approach; I want to study the problem, come up with some hard data, plan the strategy and then migrate in the correct direction. But planning and collaboration are taking a back seat to jockeying

I've heard that there are two basic types of power: personal and positional. I have always relied on personal power to manage and get things done. It is rare for me to have to pull rank on someone, in fact. that has hannened only when someone's safety or well-being was at stake. I prefer peopliation and collaboration Con-

sensus can be hard work, but the results are well worth it. My preference matters little in this situation, though Every ovency has something at stake

in this same. A state government is generally organized as agencies that are part of larger departments that are part of the executive branch. where things are directed by political appointment Our new governor has named a new state director of IT and a new chief information security officer (CISO). They, in turn, are calling for this consolidation in the name of saving taxpayers money. I'm a taxpayer

so I'm in favor of that, but it seems that everyone involved is seeking positional power. The various players want to incresse their head course and control by pulling people out

of the securies and into their own domains in the name of consolidation. They want our equipment and talent. To what end?

Departments that can demonstrate internal collaboration among their asyncies will apparently be enased the worst effects of consolidation Therefore, some departments are working feverishly to demonstrate collaboration The smallest ones are likely to he hit hand by consolidation however. My agency is part of

a department that's big enough to warrant managing IT and security at the departmental level. And so the director of the department has told his IT managers to perform a complete inventory of people and equipment to find where there might be synergy. These managers are good people, doing good work, and they will find new ways to share talent and

Playing the Game Here's an example of the type of thing that is going on. I recently nurchased the hardware and software to implement forensic-level security investigations. I offered, in the name of collaboration, to share what we had with the other agencies in the deport ment so we could standardize on an approach for security investigations. A few days later. I received an e-mail from the CISO suggesting that I give the software and handware to

his staff to implement. My first thought was, "Over my dead body." But I spent a few days thinking about it and responded in a diplomatic way I let him know that we had the hardware set up in a hosting center that could be made accessible to his staff and that I would be happy to work with his staff. In this way, I should

be able to retain control, even sharing Pus invited his staff to take part in the technical training we have established

As the consolidation nuch continues, my management has asked me to step into the limelight a hit more since I have experience and credentials that most people here are lacking, I am really not interested in doing that though It's not that I'm chicken: I have never had a problem speaking the touch in a mubble famous regardless of the notentially negative effects that could be in store for me. In this case however, I'm just not sure I want to waste my energy Mesewhile the politics becomes personal. It's not clear to me or anyone else that a planned and logical consolidation is soing to occur. The

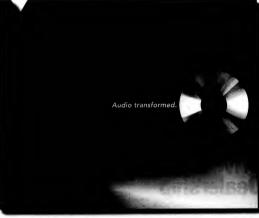
only thing that seems certain is that politics will reien supreme. The things that are important right now are who you know and who you can influence using your positional power. Since I don't engage in positional power plays, I am keeping a low profile. Not everyone shares my aversion, of course, and such

employees will probably come out of this better than the rest due

There is one particularly power-hungry person within my department who has been propagating rumors and lies about how he is eventually going to run IT and security for the entire department. We mostly ignore him, but who knows? As I am coming to find out, it's all about politics, and this guy could end up being my boss at some point. With that possibility in mind I am making sure that I don't cross swords with him P

### WHAT DO YOU THINK?

This week's journal is written by a rea security manager, "C.J. Kelly," whose sehoo.com, or join the discuss security blogs on



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# Wireless VolP **Drives Auto**

New technology frees the sales force and boosts customer service at Kings Toyota. By Burt Latamore

HEN KINGS TOYOTA built its 68,000-squarefoot new-car showroom - the largest Toyota showmoom in the U.S. - across the street from its existing facility last summer, a new wireless voice-over-IP system from SpectraLink Corp. was so integral to the expansion that the showroom's opening date

depended in part on when the VoIP system would be ready. The main issue, says General Manover Gerry Carmichael, was that the new Cincinnati facility was an expan sion rather than a replacement. The old building remains as a used-car showroom and repair facility.

"Salespeople move back and forth between them during the day, and if a

find them," Carmichael says. That was one of the business drivers behind the VoIP decision. But why VoIP rather than cellular? "I can't put cell calls through my switchhoard." Carmichael says. "The VoIP system

works with our existing switchboard and voice mail, so I can reach a sales or and he can get his voice-mail messages between customer meetings."

it unchains my salespeople from their desks," he says, "Refore we instituted the VoIP system, if a salesperson was waiting for an important call, he had to stay in his office: he couldn't watch the lot ifor customers). Now he can do

customer calls, we need to be able to

service person by dialing his extension. Another key benefit of VoIP is that

> played an important part." Latamore is a freelance writer in

Actually, the salespeople no longer have offices. Instead, the new facility is almost all show floor maximizing sales space. As any retailer knows, maximixing floor space in a store is vital to success and is a sufficient reason for investing in technology. "We have 150 new Toyotas on the floor," Carmichael says. They are arranged with round tables near them so \*when a customer finds the right car, she can sit down right next to it with the salesperson to

discuss it," he says. Another business driver is the need for quiet. "A sales environment needs to be reasonably quiet and free of distractions, and we had constant paging poing on over the landspeaker system And our switchboard was being over-

loaded " Carmichael says The VoIP system has practically eliminated the need for pages and resalesperson sits down with a customer and doesn't want to be interrupted, he can turn his phone off. When he is finished with the sale, he can turn it back

on and get his voice mail Carmichael also wanted to streamline internal communications. With salespeople constantly moving between the two facilities, finding a specific salesperson would be a challenge without wireless communications. With VoIP, all a sales manager needs to do is dial the person's extension.

Kings has put its service representatives on the VoIP system as well, allowing a service person to walk onto the garage floor while discussing the progress of a repair with a customer on the phone VoIP also allows salespeople to for-

wand their calls to their cell phones and dial in for their voice mail on their days off. "In our business, being available is everything," Carmichael

says, "If you have been working with a customer for a week, and they call you with the one question that will get you the sale on your day off, and they can't get you but they can get your competitor, you miss the sale Has it worked? "Our sales are up

8% since we opened the showroom on July 28," says Carmichael. "I have a hot product and a heautiful facility, so I can't credit VoIP for all of that. But it has made my staff more available, freed everybody up to spend more time on the floor selling and improved custom er service, so I think it definitely has

Linden, Va. You can contact him at bert latamore@email.com.

### Not So Fast

Despite the many benefits of Votithere are serious issues to considbefore making the leap. Brean Cohen. a telephony engineer and VoiP expert at COW Corn in Version Hills III. point

at some of them 1. Think of voice traffic as data in many respects, VoIP traffic is unt like data traffic, so consider issues such as

security, availability power and band-2. Know why you want it. As-sess the features you need to suppo your users in terms of productivity.

ponsweness and cost, and deter whether VoiP really delivers what your current existen cen't. Evaluate your network's readi-es. Work with an advisor or peer

who has none through a VolP rollout to sort through all of the implications and routes the official 4. Consider your organization business model, How micht at

cutaon effect your business? For a composite customer service center. In example, you may want to consider a hy brid of VolP and traditional PBX syste cause the telephone is so crucial. 5. Focus on the WAM, Cornectivity

is everything. Invest in the pipe that will support the VolP network

6. Understand the mar plications. It might be tempt to create islands of VoIP networks for ernoll monoto efficar for everande but a central system with remote outcomes at branch incations offers many menage ment henefits

7. Try hefore you have. The only way to trafy know how VolP will nectors on your network is to put it through realworld testing

8. Think outside the IP tale the need for a Toyal FTP server that updates the phones with patches and edures upgrades.

9. Train, train, train. Go through product training before you commit to busing. You may replize that you need some functions you never considered.

10. Be carrieus about suts ine. Dutyrument bring benefits and risks. For example, when you outsource you cade control of your phone calls to a third party, and you may be limited to the features that the service provider

- SANDRA BITTLEN

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### PAUL M. INGEVALDSON

# IT, We Have a Problem

—Revisited of the scenarios to the entire class

N A RECENT COLUMN (Nov. 27, 2006). I chronicled my frustration while serving as a guest lecturer in a management of information systems technology MBA class at a local university.

My topic had been IT governance. As I wrote here. I had tried to convince the students (who were mostly non-IT types) that they had to get involved with the IT departments if they wanted them to develop systems that are relevant and timely. I had tried my best to explain to the students that this behavior was needed

because an IT system doesn't belong to IT; it belongs to the user department. Much to my dismay. 1

had been unable to set the class to understand this point, which became apparent during a group discussion toward the end of my time with them. As one of the students put it "I still don't understand why IT isn't completely responsible for their projects, just like I am responsible for

my projects Despite my ineffectiveness - or perhaps because of my frustration - the professor invited me back

for the next class. Apparently the students had enjoyed my presentation even though they didn't agree with me. For the second enround, the professor and I met several months before the class and devised a better way to get the point across. We adjusted the timing of the governance lecture, expanded the case study depicting a fictional steering committee meeting to select the next year's projects and, most important, totally

changed the final exam Instead of the typical multiplechoice or essay exam, I created a series of scenarios depicting systems problems that typically occur during development. The five scenarios were as follows:

1. The system is way behind schedule, and the user blames IT while IT blames the user for changing the specifications 2. The chief financial officer complains to the CEO that finance is not setting its fair share of IT

time and wants to consider going to an ERP system. The CFO feels that ERP would solve the problem. since it would help his people get projects done more easily, with less IT time.

3. The chief marketing officer complains that the marketing system that was selected by the committee has been deferred in favor of a mandatory

government-imposed system. 4. IT has encountered a major technology problem that will require either a system upgrade or rework of the sys-

5. The major vendor involved with the new system has just announced its decision to withdraw from the market, leaving the developers facing moreexpensive alternatives

The final exam required each of the five groups in the class to present one Members of the groups played the roles of CEO, CEO, CIO, CMO, IT project leader and IT-marketing liaison. Their objective, in 20 minutes, was to outline the noblem discuss alternatives and reach some kind of reasonable decision or follow up. They were also expected to bring into the discussion many of the items that they had learned in the class. I was absolutely delighted with the

results. It was great to hear the students discussing the issues that typically affect IT systems and showing their understanding that this kind of a collaborative meeting is the only way to resolve problems between IT and users. I believe the students understood much better than the previous class the dynamics that occur in this kind of environment. It was also great to see these primarily non-IT students discussing IT issues in a forceful and

After the role-playing was over, I had an opportunity to ask students about the experience. Their reactions to the process they'd gone through were overwhelmingly positive. I believe that they came to an understanding that will serve them and their IT depart ments well as they return to their respective companies

After the class, I thought about how this simple exercise would probably be just as effective in companies that are having similar problems with understanding the dynamics between FT and

user departments. If this fits your situation and you

would like to try this at your own con pany, drop me an e-mail. I'd he happy to send you all the materials that I used. I believe this approach to under standing the roles of IT and users in IT systems development is crucial for our long-term success. Good luck, and I

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### Martin-Flickinger

### To Head IT at Adobe

OFFICE MARTINLES STRINGER has been named senior vice minuten and CO at Adobe Systems Inc. She will report to Mark Garrett. Adobe's executive vice president and ched Inancial officer Martin-Fichinger was proviously CIO at WerSign Inc. Network Associates Inc. and McAlae Inc.

### Butler Chosen as CIO At Norfolk Southern

DERORAN H. RUTT FR has been named CIO and executive vice presdent for planning at Nortolk Southern Corp. She will report to CEO Wick. Moorman Buller joined the Norfolk. Vs. -based transportation company in 1978 and has served in various management positions, most recently as vice president of customer service

### Coady Tapped as CIO At Frontier Airlines

GERRY COADY has joined Denver based Frontier Airlines Holdings Inc. as vice president and CIO. He will report to Ovel Financial Officer Paul Tate, Previously, Coarly was chief technology officer at Evident Software Inc. and chief (I officer at Xcel Freezy Inc.

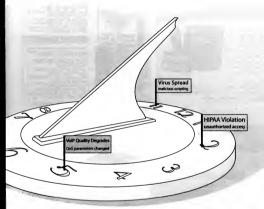
### Pacheco to Serve as Archer Daniels' CTO

MICHAEL & PACHECO william Archer Daniels Midland Co. in Docatur. II. as CTO and a member of the strategic planning committee. He will report to Charman and CEO Patricia Woertz. Previously, Pacheco was director of the U.S. Decartment of Energy's National Bioenergy Center at the National Renewable Energy Laboratory. Prior to that, he was a research fellow at Louisians-Pacific Corp. Archer Darvels Midland produces be energy products such as ethanol

### ADC Appoints Jurasek CIO

CHRISTOPHER JURASEK has been appointed CIO at ADC Telecommunications Inc., a Minneapolisbased firm that provides networking services. Previously, Jurasek was vice locastics and CIO at Resport Com.

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### Continued from page I ITIL

process of developing the updated specification.

ITIL is a set of publications that originated within the U.K. government in the 1980s and is now managed by the LLE OF fice of Government Commerce (OGC) Beez who asked that his amplouse not be identified, said be thinks it's time for control of the guidelines to be shifted to a professional organization with a membershipbased governance model, such as the IT Service Management

Forum (TTSMF) "The fact that ITIL has emerged as such a prominent [source of] guidance and is not owned by a professional orcontration is indicative of the

IT industry's immaturity as a profession," Betz said.

ping Vendors at Bay But David Cannon, one of the

lead authors of a new book on "service operation" that is part of the ITIL Version 3 release. said it's the very immaturity of the IT industry that has made the U.K. government's continuing role in the ITIL

process particularly important Having ITIL controlled by a government agency puts the specification at less risk of beno affected by the maneuvering of companies within the industry, around Cannon, who is a principal consultant in Hewlett-Packard Co.'s IT ser-

"I think it has been in everybody's best interest that the U.K. government has had stewardship," he said, adding that the OGC has provided "a greenhouse" for the continued

growth of ITIL Andy Atencio, chief information technology officer for the city of Greenwood Village. Colo., served as a reviewer for a portion of the new version of ITIL. Atencio echoed Cannon's comments, saying that taking control of the specifica-



tion away from the U.K. poyernment may make it "more executible to being corrupted by technologies or yendors." With ITH Version & the

OGC has reduced the number of books detailing the guidelines from nine to five. Nonetheless the undate adds to existing sections of the specification and expands into some non-sees that have become major IT concerns over the nast seven years, such as out sourcing and data security. Atomoio soid the many subserve

is far more prescriptive shout telling users how to implement ITIL-based processes than earlier versions were That should make it easier for smaller IT organizations to adopt the service management specification, he predicted.

Stephen Hoadley who heads the ITSMF USA's local interest group in Boise Idaho said he expects ITIL Version 3 to be

easier to combine with other IT management standards than the previous release was "That's kind of what I'm hoping for," said Hoadley, a service-level manager at Albertsons LLC a emount store chain based in Boise

One of the standards that ITIL Version 3 is supposed to he more closely aligned with it Cobit formally known as Control Objectives for Information and Related Technology Com-Cobit, a framework for soverning IT and evaluating internal system controls, to hele with compliance procedures

Michael Cardinal a busi ness analyst at State Form Insurance Cos. in Blooming-

ton. III. said he isn't expecting conies of the new ITII books to fly off the shelves in the 115 hocause companies here have been relatively slow to adopt the emidelines compared with their counterparts Cardinal, who is also on

the board of directors of the ITSMF USA, added that a commanu's level of interest in Version 3 may well depend on

how for alone it is in implementing ITIL overall. Vendors that make their living off of FT service management will be the first to adont the latest release of the specification, he predicted. But for most users. Cardinal said. "I think it's going to take a little while for it to settle in."

### IT Group Says Online Election May Have Been Compromised

E-mail cites possible database access. says voting process is being probed

An online election that was held last October to choose a new board of directors for the U.S. chapter of the IT Service Management Forum (ITSMF)

may have been compromised. and the professional association is now investigating the voting process. Lesh Palmer, president of

the ITSMF USA, informed the Pasadena, Calif-based group's 7.000 members of the igvestigation in an e-mail message sent last week, Computerworld obtained a copy of the e-mail. "It appears that an individu-

al, or individuals, is attempting to interfere with the itSMF USA's governance process and has obtained information from [our] database to accomplish this objective," Palmer wrote. In the e-mail, Palmer didn't

say what triggered the inves-tigation or whether she thinks the election results were actually affected by the apparent breach. But she made it clear that the issue of the election's

validity is being examined. "If the elections process has been compromised, all necessary efforts will be made to correct the situation." Palmer wrote. She added that ITSMF officials are exploring alternative IT approaches to help "secure voting in the future."

Ongoing Investigation According to the e-mail, the ITSMF USA is working with its legal counsel and outside service providers as part of the investigation, which will include an assessment and audit of the group's database. Sources within the organiza

tion said that someone with computer forensic skills is also helping with the peobe-Palmer, who couldn't he reached for further comment told ITSMF USA members in

her e-mail that there was no breach "of any of the payment and dues-processing aspects" of the group's IT systems. She also wrote that she would keep members "aware of the

actions we are taking ... to ensure that your information is and remains secure."

The ITSMF is an international organization managed out of an office in Wokingham England that promotes the adoption of IT service management standards and hest practices, such as the IT Infrastructure Library (ITIL) The election issue involves the ITSMF's U.S. chapter only. Palmer's message was dis-

cussed at a based meeting of the FTSME's local interest group in Los Angeles last week. Keith Belyca, who is a member of that group's board. by someone familiar with the

If the elections process has been compromised, all necessary efforts will be made to cor rect the situation.

said the news about the possible online voting compromise was both confusing and sad. especially for an organization run by volunteers. But Belyes, on ITH consultant of Alast Performance Management Ltd. in Irvine, Calif., added that he's confident that the issue

will be recolund Belyea, like some other ITSMF members who were contacted last week, said be had only a sketchy idea of what might have happened, although he doesn't believe the online voting system was randomly backed. "It seems that this is a deliberate attempt

organization," he said. Dennis Ravenelle is an independent IT and management consultant in Boston who was appointed to the ITSMF USA board early last year to fill a vacancy. He ran for one of the five open seats in the October election but lost.

Ravenelle said be has "a great deal of confidence in our president and our board to investigate this and get to the bottom of this and deal with it appropriately and correctly." FRANK HAVES . FRANKLY SPEAKING

### Kaffeeklatsch PC

ND NOW, the Microsoft coffee table, Don't kid yourself: Microsoft is going into the furniture business. The prodnot that Microsoft unveiled last week under the name "Surface" isn't a technology, a reference design, a user interface, an application, a PC or an appliance. It's furniture. And yes, that really is the business Microsoft intends to get into. Why? Maybe because after years of bleating about "Microsoft innovation," someone in Redmond finally understands why that's an oxymoron. The IT industry hates real change - and big and powerful as it is. Microsoft can't move the entire IT industry.

But move furniture? Now that's a possibility.

In case you've somehow missed hearing about it. Surface is a 42-by-21-in, coffee table with a large touch screen built into the top. Several users can work on it at once, without an external kenhourd or mouse in sight

Yes, it runs Windows Vista, and it has Ethernet. Wi-Fi and Bluetooth connectivity. But as a PC, it's a terrible idea. Giant touch screens are miserable to use for office applications. And that's what PCs are for, right?

In a mutshell, that's the Microsoft innovation problem. As long as Microsoft only sells software, the rest of the IT industry has to make the hardware for it. But everyone knows what hardware runs Microsoft software: PCs. And PCs are optimized for office applications. So to play to its installed base. Microsoft can't stray far from the same old stuff

And Microsoft can't get into the PC hardware business either, because that would risk alienating its biggest customers. High-end mice and keyboards from Microsoft? Sure - but not PCs. Thus, the Xbox game console - Microsoft hardware that doesn't antaeonize Hewlett-

Packard, Dell or Lenovo. And thus, the Microsoft coffee table. Like the Xbox, Surface is built and sold by Microsoft. It isn't a reference design that Microsoft will license to other vendors so they can add in Microsoft software. That's the business model for Microsoft's cashcow products, but that business is

slowly running dry. True, Microsoft will have to come up with applications that are tailored for furniture. But because Microsoft controls the hardware, that's not so hard to do. If something needs a big change. Microsoft doesn't have to

get the whole IT industry and its entire iostalled base to en along master of its destiny

Weind as it sounds, in the IT business, Microsoft is an 800-pound gorilla chained to a million-ton mountain. But in the furniture business. Microsoft is just one more little guy - and the

If all this seems a hit removed from what corporate IT does, it is - at least for now. Only a few casinos hotels and retailers will get Surfaces this war, and their IT staffs will doubtless treat

these coffee tables as the specialty items they are. And there's no guarantee any other IT people will ever have to worry about them. At \$5,000 to \$10,000 per table, Surface could wind up being the wrong furniture at the wrong price, and another expensive dead end for Microsoft.

But don't get complacent. Microsoft plans to push Surface as a consumer product eventually, once it gets the price down. (Adjusted for inflation. Surface actually costs about the same as an IBM PC when it was rolled out in 1981.) That could drive Surface into our reception areas and executive offices.

And what Microsoft learns from Surface could well show up in other Microsoft products we use, both software and hardware. That makes it worth keeping an eye oo.

Maybe most important, Microsoft's coffee table business might be the first clear sign of a very different. much less predictable Microsoft. A genuinely innovative Microsoft, yes, but also a Microsoft with even more control over how fast it can move to change its products - and how fast we'll have to move to keep up.

Which could mean that very soon, we'll be needing a lot more coffee.

# The Highly Reliable Times

VOLUME 1 - ISSUE 3

Windows Server 2003

### NCsoft WON'T PLAY WITH LINUX, CHOOSES WINDOWS SERVER INSTEAD

Reliability Is Essential for Online Game Company

By CHANG SUN PARK

SBOUL, Korea - NCroft, ment, and cost-efficiency," said in international online game Kwak. "It was an easy choice to

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